



BUILDING
BONDS,

TRANSCENDING
BOUNDARIES

ANNUAL REPORT
2021/2022

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Creating Shared Value



ABOUT SOS

Founded in 1969, Samaritans of Singapore (SOS) is dedicated to providing confidential emotional support to individuals facing a crisis, thinking about suicide or affected by suicide. Non-religious and not for profit, our work focuses on crisis intervention and suicide prevention, intervention and postvention.

VISION

To be the premier organisation in suicide prevention

MISSION

To be an available lifeline to anyone in crisis

CORE VALUES

Respect

Accountability

Confidentiality

Collaboration

THEME: *Building Bonds; Transcending Boundaries*

As we shift away from the uncertainty of the early pandemic, we have a renewed focus on coming out of the pandemic stronger than we were before. In our commitment to the society, SOS recognises the importance of 3 Cs that will steer the year ahead as we focus on a post-pandemic world: Connectivity, Culture, and Collaboration.



A Message from our Patron



DEPUTY PRIME MINISTER LAWRENCE WONG



Mental health and suicide is not something we normally talk about. But it affects the lives of many Singaporeans. We felt this acutely during the last two years of the Covid-19 pandemic, when more lives were lost to suicide. The Samaritans of Singapore (SOS) team also experienced a sharp increase in the number of at-risk cases. All this underscores the importance of suicide prevention.

Suicide is not an issue faced by any one individual – it affects us all. Therefore, as a community we must make a concerted effort to support not only those who are visibly struggling, but also to those who are simply going through a difficult time.

The SOS team has done exemplary work on this front, providing a listening ear and support to individuals looking for a beacon of hope. SOS has also played a key role in raising awareness of suicide prevention, such as through its campaign in support of World Suicide Prevention Day. I thank all members of the SOS team – the Board of Management, leadership, staff and volunteers – for their dedicated and steadfast contributions over the years.

As we start to put the worst of Covid behind us, mental health and suicide prevention must continue to be at the forefront of our conversations. SOS' advocacy efforts will remain crucial in this regard. The Government will also continue to focus on this, through the work of the Interagency Taskforce on Mental Health and Wellbeing.

I wish SOS all the best in its efforts, and I look forward to the continued advancement of mental health and suicide prevention in Singapore.

Mr Lawrence Wong

Deputy Prime Minister and Minister for Finance

Chairman's Message

LEE SOOK FUNG



Amid the profound upheaval caused by the COVID-19 pandemic, disrupting lives in society over the past couple of years, SOS continued to be a pillar of support by being an available lifeline for individuals in distress. We remained steadfast in our fundamental purpose while weathering the challenges.

The emergence of the highly transmissible Omicron variant led to a flurry of tightening measures reintroduced with seemingly no predictable end to the pandemic. Uncertainty remained, contributing to stress on our communities.

As Singapore moves towards recovery and normalcy through fostering community preparedness and resilience, the collective efforts of everyone taking personal social responsibility to protect self and others is critical to living with COVID-19.

Building Bonds; Transcending Boundaries

Reflecting on the lessons that SOS learnt during the pandemic, we recognised that accelerating solidarity is key to moving forward. Our year's theme of "Building Bonds; Transcending Boundaries" puts emphasis on the importance of connecting people, deepening relationships, and strengthening collaborations for community development.

Vision 2025

The crux of our Vision 2025 is grounded on strengthening the resilience of our communities and empowering every walk of life and age towards a future without suicide. We have set our sights on fostering a social movement making suicide prevention everybody's business. In the first national survey on suicide published by the Singapore Management University in May 2022, more than nine in ten (92%) believe that

suicide can be prevented, validating our aspiration.

Through stepping up of collaborative efforts, we will work with different partners to build community resilience; widen safety nets in our communities; tear down walls and barriers to overcome the stigma with suicide; and encourage early identification and help seeking behaviour. We will continue to improve on the flexibility and adaptability of our services through new varied and enhanced programmes to better meet the needs of individuals in distress.

In closing, I would like to acknowledge and thank all our stakeholders – volunteers, staff, friends of SOS, donors, and funders, for your unwavering, invaluable support in helping SOS make this fiscal year, another year of accomplishment under such challenging circumstances. We count on you to stand with us for what is to come. Together, let us imagine a world without suicide.

"Suicide prevention is everyone's business" – make it yours too.

Best wishes,

Lee Sook Fung

Foreword by the Chief Executive



GASPER TAN



The last two and a half years have tested our resolve, mettle, and determination. Our world quickly became virtual – pivoting to endless Zoom calls to keep our people safe and our clients served, as we navigated the turbulent world. While the pandemic has accelerated solidarity, we must remain diligent in building resilience.

Suicide Prevention as a Social Movement

In this past year, SOS has seen an 89.9% increase in the number of clients across our various services. A more disconcerting number is that 56% of our CareText clients were suicidal or expressed suicide ideation. To address these growing needs, we revamped this platform to become our second 24-hour service, enabling us to provide round-the-clock assistance to the many youths who text us for support.

We recognise that while we have made strides in our services and programmes, the greatest impact can only be achieved through strategic and collaborative actions. Through this, we hope to continue building upon a holistic community-driven mindset, and to champion a call-to-action that will reflect advances in suicide prevention across the nation – a social movement.

The Year Ahead: Three Strategic Focus Areas



**Future Proof
SOS & Sustainability**



**Serve as the
Leading Agency in
Suicide Prevention**



**Enhanced Services
through Technology
& Capability Building**

In setting SOS' Vision 2025 strategic focus, we asked ourselves: how can we accelerate transformation of suicide prevention to become a social movement? The answer to this outlines the urgency of this crisis we face, and a path to come out of the crisis with resilience.

Under this vision, our first focus is to create social and economic value, achieving sustainable growth in partnership with our local communities and to future-proof SOS. At SOS, we are approaching sustainability as a core part of our strategy. Key initiatives includes a review of our operational structure; enhancing our volunteer management framework; and delving into sustainable fundraising.

Next, we want to also rally the wider community as first resource for suicide prevention. To kickstart this, we recently introduced the Be A Samaritan (BAS) programme, which looks to equip individuals with the skills to be a first respondent for those in crisis. We are also strengthening our research capabilities to transform suicide prevention approaches.

On that note, while leveraging on technology and digitalisation to enhance our services, we want to build capacities for transformation that lasts, without compromising our confidentiality policy. We remain committed in investing in our people, but capability building goes well beyond that – it creates room for continuous value improvement here at SOS.

Our Pandemic Heroes

As we come out of the pandemic and gear ourselves for an endemic COVID-19 world, I would like to express my deep gratitude to our board, committees, staff and volunteers – I am proud of how the SOS team has adapted to the evolving situation. You demonstrated great teamwork, professionalism

and dedication. Additionally, none of our efforts would have been possible without the generosity of our donors and partners. I want to take a moment to thank you for all your continued partnership and trust, and most importantly, for believing in our cause. Thank you for standing in solidarity with SOS.

The journey ahead will not be easy as we move forward with our strategic plans, and it will come with many challenges that will test our determination. However, the way in which we navigated this crisis gives us confidence that we will emerge from this more resilient and stronger than ever. Through driving collaborations across the communities in Singapore, I am poised that we will be able to enact genuine change to further support those in need.

Yours sincerely,



Gasper Tan



BRIDGING THE GAP



With the COVID-19 pandemic and the resulting recession affecting the mental health of many in our community, it is more important than ever to ensure that those who need support can access it. We make it a priority to introduce new and enhanced programmes and services to cater to the increasingly diversified needs of our clients.

24-HOUR HOTLINE

Total Number of Incoming Calls Answered:

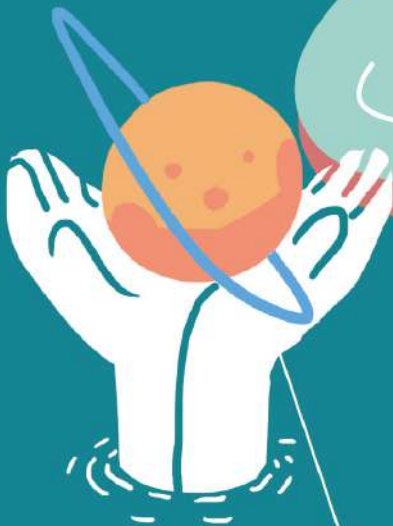
53,692



24-HOUR CARETEXT

Total Number of Text Messages Replied:

10,308



CRISIS SUPPORT

Total Number of Outgoing Calls Made:

7,683



Total Number of SMSes Sent:

4,328

Total Number of Distressed Individuals Supported:

1,500+



CAREMAIL

Total Number of Outgoing Emails Sent:

8,048

Total Number of Clients Supported:

1,433

COUNSELLING

Total Number of
Counselling Sessions:

923

Total Number
of Clients
Counselled
(LOSS Programme
& Crisis Support):

166

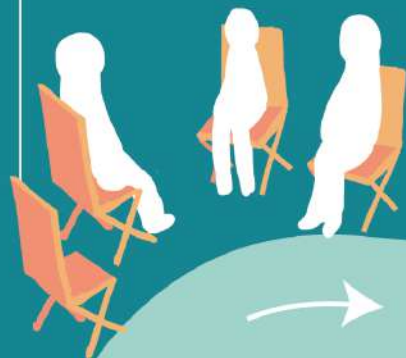
BRIDGING THE GAP



LOCAL OUTREACH TO SUICIDE SURVIVORS
(LOSS) PROGRAMME & HEALING BRIDGE

Total Number of Families
Supported:

248



OUR VOLUNTEERS

Each volunteer
dedicated an average of up to **25** HOURS
per month to support clients via our
24-hour Hotline or **24-hour CareText**



Total Number of Volunteers
in Service and Training:

402 ▲

19% increase from
FY20/21



Total Number of Continual
Trainings and Check-Ins
Organised:

13 ▲

30% increase from
FY20/21



Total Number of Social
Events Organised Virtually
or In-Person:

13 ▲

54% increase from
FY20/21



Longest Serving Volunteer
in Years:

47



DELIVERING ON OUR MISSION



Through our 24-hour crisis support channels, client care services, and support groups, SOS is devoted to providing emotional support to at-risk individuals and bring hope to those grieving or affected by suicide.



24-hour Hotline



As one of our core 24-hour services, our hotline continues to be manned by our volunteers who are trained to provide emotional support to individuals in need of assistance.

From July 2021,



1800-221-4444

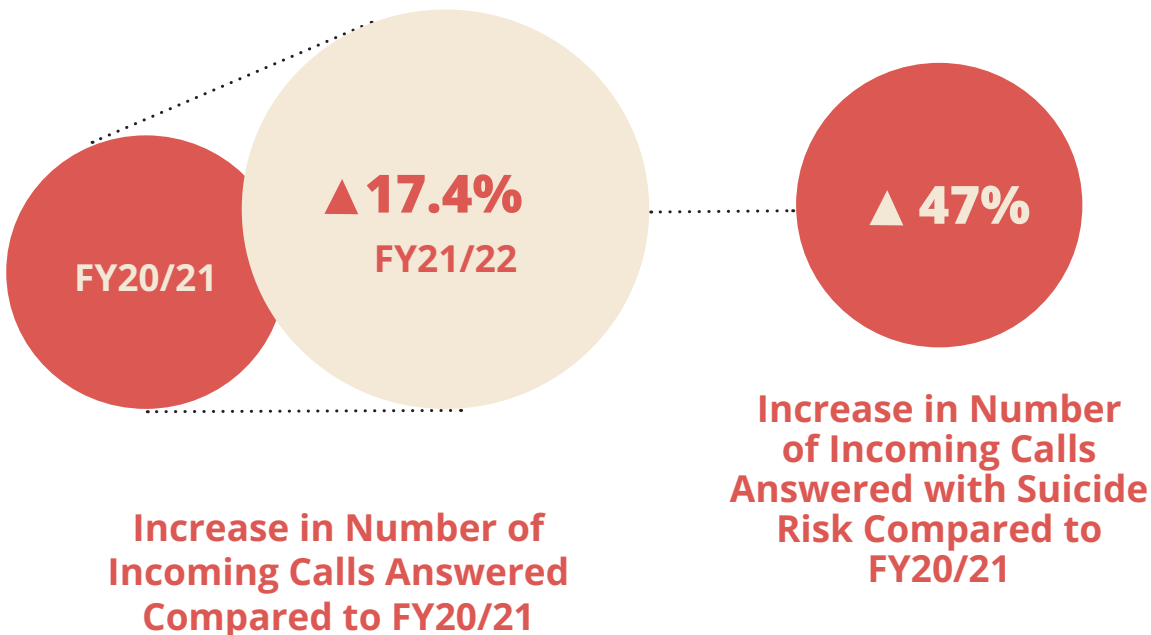
OLD HOTLINE NUMBER



1-767 (1-SOS)

NEW SHORTER TOLL-FREE NUMBER

This shorter toll-free number helps make help-seeking relatively easier and more convenient when needed.



Throughout FY20/21, we've also witnessed a 17.4% increase in the number of incoming calls we've answered. Through these calls, common problems cited by our clients include psychological distress (40%), social problems (24%) and relationship problems (19%).



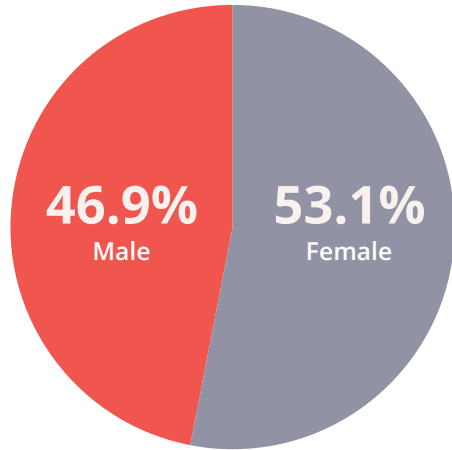
● Incoming Calls Answered

Calls with Suicide Risk:	14,031
Other Crisis Calls:	16,448
Regular Calls:	15,002
Enquiry & Unrecorded Calls:	8,211
Total Number of Calls Answered:	53,692

● Profiles of Hotline Calls by Age & Gender

AGES	GENDER			TOTAL
	Female	Male	Unknown	
5 - 9	1	6	0	7
10-19	3,627	642	61	4,330
20-29	2,365	2,066	124	4,555
30-39	2,094	2,326	26	4,446
40-49	1,299	3,397	11	4,707
50-59	1,691	1,433	9	3,133
60-64	752	914	8	1,674
65 & Above	1,504	1,514	11	3,029
Unknown	10,473	8,744	8,594	27,811

● Percentage of Known Genders



The number of youth callers aged 29 and below increased by 28% this year compared to FY20/21. Calls from youths also represented 58% (4,835) of all calls answered with suicide risk in FY21/22, amongst all clients with known age.

● Problems Presented

AGE GROUP	COMMON PROBLEMS REPORTED
Youths (29 & Below)	Boy-girl relationship (BGR) problems, issues with family and inability to cope with a current crisis.
Adults (30 -59)	Employment related and financial problems.
Seniors (60 & Above)	Medical problems, issues with family members & friends

Percentage of Breakdown of Problems

Relationship:	19%
Social:	24%
Psychological:	40%
Material:	12%
Physical:	4%
Sexual:	1%
Not Available:	1%

Additional Information:

- Mental health problems are reported in calls throughout all age groups, making up 26% of all calls answered.

- For calls with suicidal risk, common problems presented are employment, financial, inability to cope with current crises, family relationships and BGR problems.



24-hour CareText

From 2 January 2022,



6PM - 6AM*

EXCLUDING WEEKENDS
AND PUBLIC HOLIDAYS

*FRIDAYS TILL MIDNIGHT

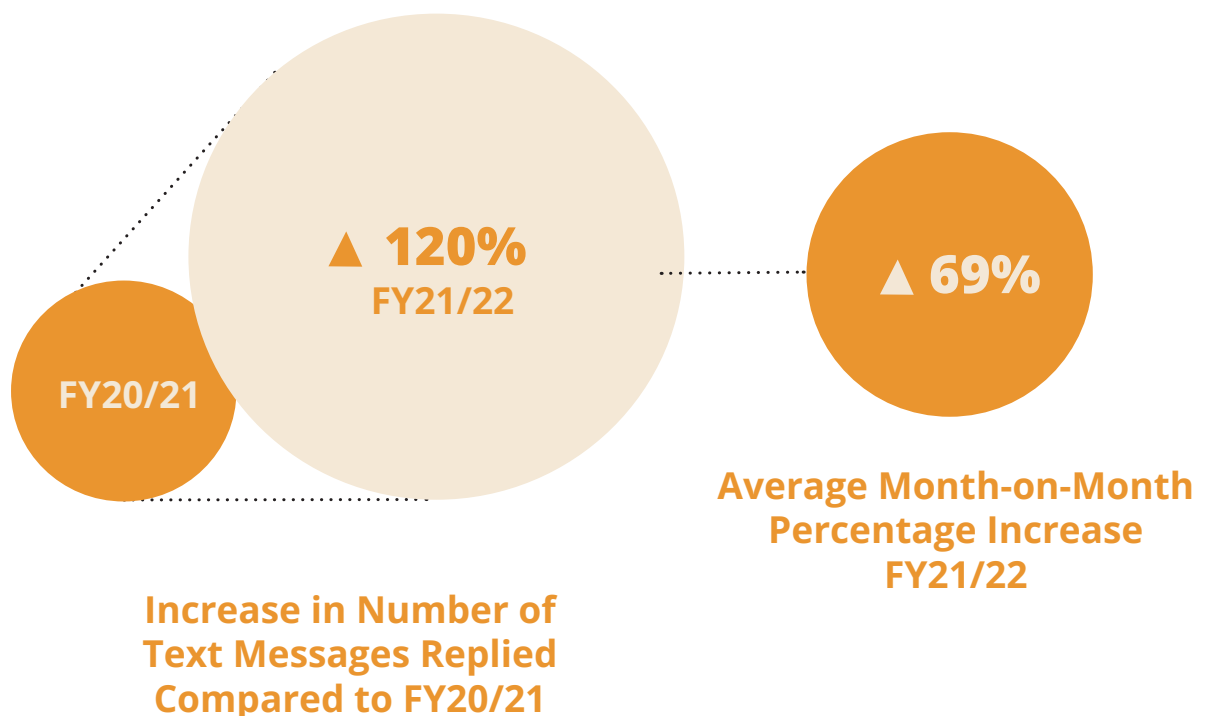


24/7

Throughout FY21/22, we replied a total of 10,308 text messages, with a 120% increase in the number of messages replied compared to FY20/21.

Additionally, 52% of incoming messages replied expressed suicidal ideation or plans, excluding dropped chats experienced, with key problems presented including psychological problems (37%), relationship problems (29%) and social problems (20%)

For texts with suicide risks, common problems include study-related issues, inability to cope with current crises, struggles related to isolation and loneliness, and family and relationship problems.





● Texts Replied across Age Groups

AGES	TOTAL
Aged 19 & Below	41%
Aged 20-29	41%
Aged 30 & Above	18%
Total	10,308

● Percentage of Breakdown of Problems

Relationship:	29%
Social:	20%
Psychological:	37%
Material:	6%
Physical:	2%
Sexual:	1%
Not Available:	5%

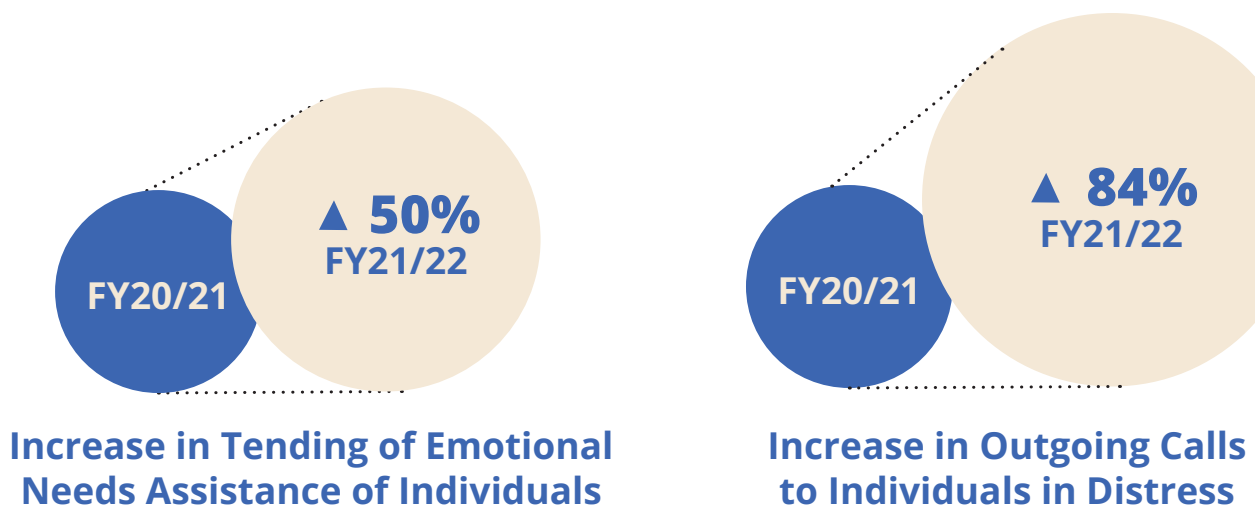
However, across all clients, there was no material difference in the problems presented for individuals aged 29 and below, compared to the general group assessed. Additionally, mental health problems were reported via CareText across all age groups, making up 18% of the total texts replied.



Crisis Support

Our 24-hour Hotline and CareText services served a variety of clients, ranging from low-risk incidents to high-risk situations of individuals in need of immediate emotional support. Over the last year, we've tended to the emotional needs of over 1,500 individuals who required assistance from our team, a 50% increase compared to the previous year.

In FY21/22, SOS made a total of 7,683 outgoing calls to individuals in distress, which is an 84% increase compared to FY20/21. Additionally, a total number of 4,328 SMSes were sent out in FY21/22, as we continued to support our clients via additional platforms.



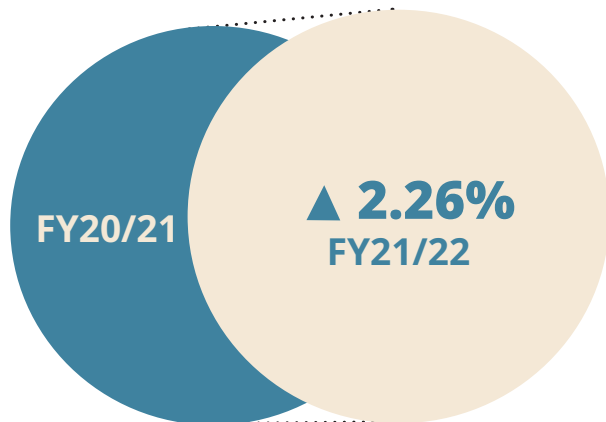
Through the continued upgrading of our systems, we continue to strive towards providing timely and quality support to all individuals in distress.

● Client Care Services

Through the COVID-19 pandemic, our various client services such as our suicide crisis support, CareMail, specialist counselling, and LOSS programme were revised, to better support the needs of our clients through their crises.

As we look towards a new normal, these services continue to operate as a key installation of the work that SOS does, to provide further levels of aid to individuals who may be troubled with suicide ideation, have recently lost a loved one to suicide, or who are struggling emotionally.

Suicide Support

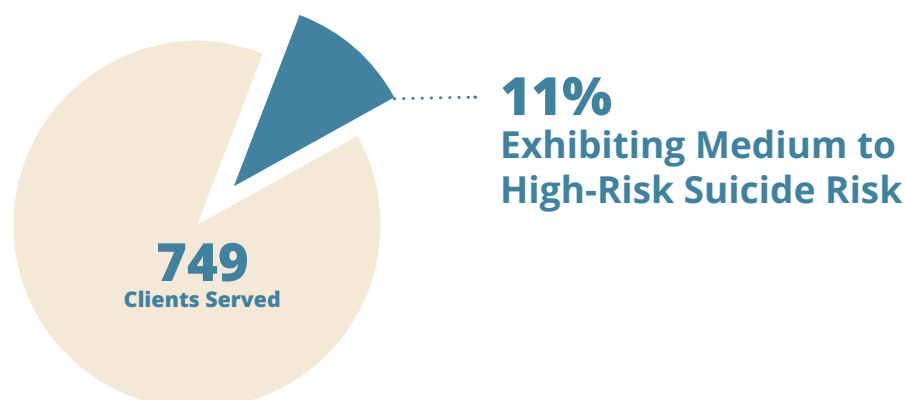


Number of Suicidality Cases Taken: 749

Endeavouring to be a lifeline for anyone experiencing a crisis, SOS' client care team reaches out to persons in emotional distress and who were struggling with suicidal thoughts, as well as their caregivers. Our clinical professional staff engage distressed individuals with suicidality and concerned third parties through various platforms such as phone calls, messages, emails and counselling.

In FY21/22, the crisis programme team received an intake of 749 crises related to suicidality cases, compared to 732 in FY20/21. This made up to an estimate of 62 referrals per month, coming from various sources such as the Singapore Police Force, hospitals, organisations from the social service sector, concerned third parties and self-referrals.

Out of the 749 clients served, at least 11% of them were exhibiting medium to high-risk suicide risk, upon the initial assessment completed.





Suicide is a complex and multi-dimensional issue and requires a holistic management approach. As such, at SOS, the crisis programme team does not work in isolation, and understands the importance of fostering strategic and close collaborations with various community partners. Over the year, the team has established and maintained meaningful partnerships with the Institute of Mental Health, Ministry of Education, Ministry of Social and Family Development as well as SG Families, among others. Through these collaborations, the team is able to increase the visibility and accessibility of our support services, boost our public education efforts for caregivers as well as partake in exchange of knowledge with professionals from other disciplines.

Moving forward, the team strives to continue to reach out to other government institutions and/or voluntary welfare organizations sharing the same mission as us, which is to reduce suicide attempt/death.

Additionally, to ensure the quality of care for individuals in a suicide crisis is maintained, SOS is committed to staying ahead of the latest developments in the field of suicide prevention, and helping its clinical professional staff to constantly enhance their knowledge and skills. The agency has allocated funds for the client care team to receive training from the CAMS-care, an institute in the United States, on the Collaborative Assessment and Management of Suicide (CAMS), an evidence-based framework that specialises on suicide assessment and treatment.

Testimonials from our Suicide Crisis Clients

Feedback by Client:

"Ms Fu Danfeng is a very professional counsellor. She did her best to guide me to be more positive in my life and had taught me to accept who I am today and be more compassionate and love myself unconditionally. She had also put in extra mile efforts to provide me with a lot of useful handouts for reading. She is always very attentive to listen to my problem and the counselling sessions had helped me how to cope with my problem better because everyone would do the mistakes and learnt from the mistakes. Overall, I have great positive change and feel more optimism in approaching life. I have also noticed a better bonding ties with my hubby and my son after the sessions."

Feedback by Community Partner:

"Thanks SOS team, for the clear, insightful sharing & great work that you do!"

Feedback by Community Partner:

"Thanks for the compassion focused organizational culture sharing by SOS."



CareMail



Number of Emails Sent Out:	8,048
Number of Clients Supported over Email:	1,433

Our CareMail service is an email service manned by our SOS professional counsellors, collectively known as Pat, to distressed clients who write in for emotional support.

With our CareText service extending its operating hours to become a 24-hour service since January 2022, we noticed a general decrease in the number of CareMail clients writing into us in FY21/22, as compared to FY20/21. One reason identified was the potential need for instant responses required by clients in their moments of distress. As such, they would turn to more reactive platforms such as CareText for an immediate emotional response provided by our volunteers.

In spite of this, CareMail has supported 1433 clients over emails throughout FY21/22. It has remained a unique service within SOS that especially benefits clients who may not be ready to seek professional help, but would like to use a platform that ensures continuity in correspondence. Additionally, CareMail seeks to encourage our clients in distress to seek professional help through psychoeducation and an empathetic approach, be it at SOS should it be a suicide-related issue, or other agencies in the community that are better suited to their other needs.

In terms of the problems faced, the most common issues presented by our CareMail clients are mental health issues (29%), crisis-related issues (14%), suicide grief (12%), and family problems (11%). We also observed more younger clients below age 30 writing in as compared to older age groups. Lastly, we noticed that more females compared to male clients are writing into SOS across most age groups recorded, with the exception of elderly clients aged 60 and above.



Gender across Age Groups observed amongst CareMail Clients

AGES	FEMALE	MALE	UNKNOWN	BLANK
10 - 19	72	27	3	16
20 - 29	83	27	3	6
30 - 39	36	14	0	9
40 - 49	16	14	0	2
50 - 59	14	7	0	1
60 - 64	2	3	0	2
65 & Above	0	5	0	0

Testimonials from our CareMail Clients

"I don't know how many times I read this (email), but it makes me cry every time. Thank you for this. Thank you again for writing back to me. I really appreciate you being there for me". - Q

"By the way, Pat, I would like to express my gratitude for your support thus far. This year will be a tough one for me and I anticipate my emotions going wild and my willpower may crumble. It just puts my mind at ease that you're here with me. Writing to you for so long has helped me regulate my emotions and it feels incredible to know that there is someone who is able to hear what I am feeling on the inside, which I may not show on the outside". - J

"Thank you again for listening and validating my feelings. Words can't express how thankful I am for you to be here. I hope to be as validating and comforting as you towards my friends and people I will meet in my life who needs such comfort". - X

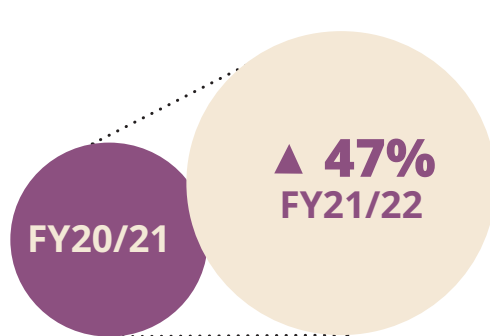


Counselling

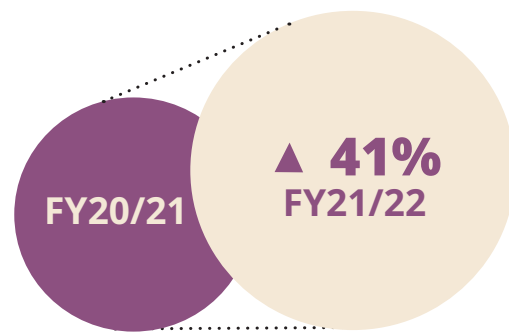


Total Number of Counselling Sessions:	923
Total Number of Clients Counselling for Both:	166

Our specialist counselling team has seen an increase of 47% in the numbers of client served, and at least 41% more counselling sessions in FY21/22. Specifically, we noticed this increase is largely due to individuals who have been impacted by suicide crises or suicide loss, which required additional counselling support especially amidst the COVID-19 pandemic.



Increase in Number of Clients Served for FY21/22



Increase in Number of Counselling Sessions for FY21/22

Aside from providing our clients with counselling sessions, this last year was also a time where our team of counsellors incorporated the Collaborative Assessment and Management of Suicidality (CAMS) Framework Model. This model allows our team to enhance their levels of service to our clients during these counselling interventions, by collaborating with our clients to enhance their management of suicidality.

As we continue to upgrade our skills and introduce new policies, we hope to continue improving our abilities to serve individuals who are in distress.



Healing Bridge

Our Local Outreach to Suicide Survivors (LOSS) programme provides immediate and long-term support to individuals who have lost a loved one or someone that they know to suicide. This includes family members, friends and anyone else who has experienced a loss and require support. The LOSS programme includes emergency activation services, individual grief counselling for next-of-kin, as well as open and structured support groups for those who require additional avenues of support beyond the crisis stage. Over the past year, our LOSS programme has supported 248 family members, relatives and close friends who have lost their loved ones through suicide, and who have walked with them through their respective journeys of grief.

During the emergency activation, our staff or volunteer teams will be at the site of a suicide death to provide emotional support to the next-of-kin, with face-to-face grief counselling and other SOS resources being offered to these suicide survivors by our trained counsellors. Subsequently, these clients will be invited to join our support groups, where they will be assessed to be ready for group work.

There are two types of support groups provided by the LOSS programme. Firstly, The Healing Within support group is a psychoeducational closed group consisting of 6 sessions and is conducted fortnightly. Following the completion of the Healing Within support group, these clients will be invited to join Healing Bridge, an open support group conducted in English and Mandarin which typically falls on the last Friday of the month.

Through these resources, SOS continues to aim towards providing a holistic support journey from survivors of suicide, the next-of-kin, or anyone else who may be impacted by the issue of suicide or who are experiencing a crisis.

● Breakdown of NOKs in Support Groups (based on Age Range/Gender)

AGES	FEMALE	MALE
10 - 19	0	0
20 - 29	1	1
30 - 39	4	1
40 - 49	11	3
50 - 59	7	2
60 - 69	0	3

OUR COMMITMENT TO SERVICE



Our volunteers are the heart and soul of what we do at SOS. With service excellence in mind, SOS' volunteer training programmes aims to provide greater accountability and assurance to our clients.



Volunteer Pre-Service Training

SOS' pre-service training consists of 3 different phases, which can take between 6 months to 1 year. Following the end of each phase, our volunteers are assessed by our in-house trainers, before they can move on to the next phase of their training.

Phase 1	Acquire essential listening and empathetic responses skills through e-learning, classroom sessions and role plays.
Phase 2	Handle calls and/or text simulations with the supervision of an experienced mentor.
Phase 3	Continue growing through advanced skills training.

Our Volunteers



Among our 402 Volunteers...

- Total Number of Volunteers Residing Overseas** (24-hour CareText): 5
- Our Youngest Volunteer** (24-hour CareText): 20
- Our Oldest Volunteer** (24-hour Hotline): 83

Citizenship of Volunteers:

Australia, Canada, Germany, Greece, India, Ireland, Malaysia, New Zealand, Philippines, Poland, Romania, Taiwan, United Kingdom, USA, Vietnam (15)

Languages Spoken by Volunteers:

English, Mandarin, Malay, Marathi, Malayalam, Tamil, Hokkien, Cantonese, Teochew, Hainanese, Hindi, Spanish, Danish, Vietnamese, Korean, Polish, Japanese, Dutch, German, French, Italian, Sinhalese, Russian, Romanian, Punjabi (25) (* Some volunteers speak more than one language. All volunteers are proficient in English)

Skills-Based Volunteers:

Board, Honorary and Associate: 9
Committees: 14

Countries of Volunteers Residing Overseas:

Canada, France, Japan, Australia (4)



Continual Training

SOS continues to provide a range of knowledge sharing and skills upgrading opportunities to our volunteers, so that they can improve their abilities when tending to current and future clients in distress. During the COVID-19 pandemic, domestic violence was on the rise, and we wanted to equip our volunteers with the knowledge on how to support those who may be suffering through the “Legal Talk on Domestic Violence” talk. Additionally, with cybercrimes on the rise, the “Crime Prevention Talk” helped to shed light on the emotional turmoil faced by clients who suffered losses through these issues.

Beyond these programmes, check-in sessions were arranged with all our volunteers, with the aim being to touch base with them and to advocate for positive mental well-being and self-care amidst the stresses many of us face. Lastly, to forge a stronger connection between our staff and volunteers, interactive online programmes were engaged, and more in-person events were introduced through activities and get-togethers.

Continual Training by Internal Staff / Volunteers

24-hour Hotline

PROGRAMME	ATTENDANCE (pax)
Case Conference	50
Supervisors’ Training	13
Volunteers’ Touchbase Sessions	17
Supervisors’ Touchbase Session	8
BCP Onboarding Briefing Session	32
Peer Check-In Briefing	8
Beyond Blue	86



24-hour CareText

PROGRAMME	ATTENDANCE (pax)
Volunteers' Touchbase Sessions	11
CareText Report Writing Training	34
Briefing for Cross-Deployed Volunteers	11
Suicide Bereavement	17
New Integrated Volunteer Management Module IT Briefing	66
Supervisors' Training	5

Skills Upgrading Workshops

PROGRAMME	ATTENDANCE (pax)
Legal Talk on Domestic Violence	21
Crime Prevention Talk	15

Key Events and Activities

PROGRAMME	ATTENDANCE (pax)
Turning Blue Party	35
1-SOS Care Conference	130
Internal Engagement	226
Wellness Activities	41

STRENGTHENING OUR COMMUNITY



Policy and advocacy is an important part of what SOS does to eradicate the stigma associated with suicide prevention and help-seeking. We also help shape a better future for mental health and suicide prevention by introducing programmes to help widen social safety nets.

COMMUNITY INITIATIVES



1-767



SOS recognises that it's not easy for individuals to reach out for support, with many grappling with the fears or anxieties of coming forward. Throughout the pandemic, we've also seen an increasing demand for support across all our services, which reiterated the need to ensure our services remain free and accessible to all.

As of 26th July 2021, SOS' 24-hour hotline number changed from our iconic 1800-221-4444, to our new national four-digit hotline number, 1-767 (1-SOS), which continues to remain toll-free for all. The relaunch of our number could not have been done without the support of NCSS, IMDA, SingTel, StarHub, M1, TPG, JCDecaux and SMRT, who have been integral to its implementation and success.

ISOS Loss Day 2021



Celebrated annually, International Survivors of Suicide (ISOS) Loss Day is a day that looks to provide survivors of suicide with an opportunity to connect and find solace through their shared experiences. Unlike other events and programmes that look to raise awareness, this event is held behind closed doors to create a safe space for these individuals.

With the COVID-19 pandemic making it challenging for a physical event to be held, SOS hosted its second ISOS Loss Day virtually. Consisting of a variety of talks, workshops and expert sharing's, we continued to provide any individuals who have been impacted by a suicide loss with a safe space for them to connect with other survivors.

Our team was truly heartened to see that the pandemic did not deter participants from attending, with over 50 attendees joining us in this event.



Ubi Office Expansion

In March 2022, SOS opened the doors to its second office, located at Ubi Avenue 1, in our continued efforts towards being the premier suicide prevention agency in Singapore. Throughout the year, our task force has been working hard to ensure that the works done were completed well, and on time.

While our office at Cantonment Close will serve as our training and services centre, our office at Ubi will serve as our business continuity hub, as we continue expanding on our current programmes and services, to better serve the needs of all individuals in who are facing a crisis.



Cantonment Office Renovation Project

To better serve our clients and to provide a more conducive environment for our staff and volunteers, our office at 10 Cantonment Close went through a round of renovation this financial year. With all areas of our office upgraded, we continued to make strides in ensuring that our staff and volunteers have a place where they can support our clients comfortably.

While our office remained closed for the public for the duration of the renovation period, our core services such as our 24-hour Hotline, 24-hour CareText, and CareMail service continued to operate as per usual, in our continued efforts to render support for all those in need.





Meet the Samaritans: An Experiential Tour

In March 2022, SOS invited Guest of Honour Minister Indranee Rajah, NCSS, and a variety of distinguished guests to our office at 10 Cantonment Close for “Meet the Samaritans: An Experiential Tour”.

This visit aimed to reiterate the importance of the programmes and services that SOS provides for all at-risk individuals, and to provide our guests with more insights on what we do to encourage them to join our cause. During this event, guests were taken to key facilities such as our counselling rooms, where we provide counselling services to clients in distress, and our phone room, where our hotlines are manned 24/7.

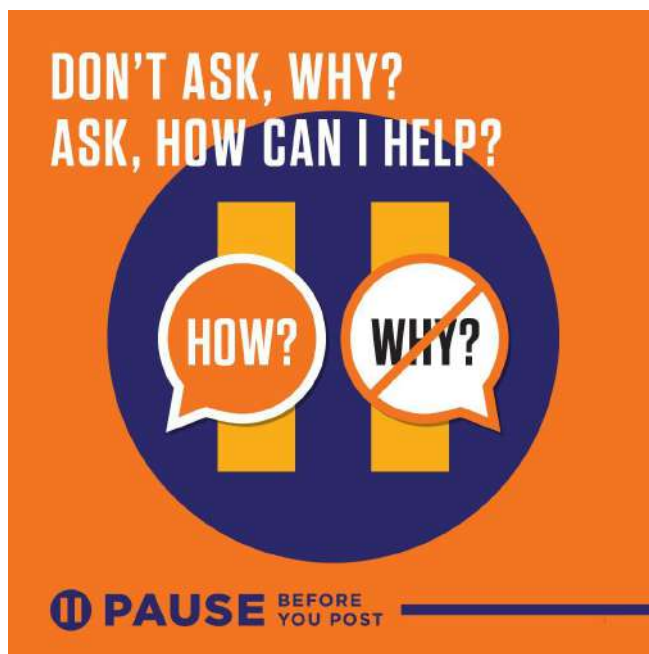
To wrap up the event, our guests were brought to our training room to engage in an experiential media segment. Comprising of a variety of visual, audio and physical interactions, these hands-on experiences aimed to help them better understand our core services, and to emphasise the true emotional state of many of our clients that reach out to us for assistance.



SOCIAL MEDIA CAMPAIGNS



Pause Before You Post Campaign



In May 2021, SOS launched our “Pause Before You Post” social media campaign, as part of our efforts to raise awareness for Mental Health Month in May. Through this initiative, we wanted to emphasise the importance of being intentional about the way individuals discuss suicide and mental health online, and to emphasise the long-term impacts on at-risk individuals who may read these comments.

This campaign also served to reiterate our continued partnership with Orygen, a youth mental health organisation based in Australia, as we continued to expand on our Chatsafe programme. With the goal of this programme being to educate youths on how to discuss suicide online, our Pause Before You Post campaign provided them with initial tips and tricks, and information they can learn to be more sensitive towards suicide on the digital sphere.



World Suicide Prevention Day (WSPD) Campaign: The Honest Cookie

To commemorate World Suicide Prevention Day on 10th September 2021, SOS partnered with TBWA once again to launch our newest campaign “The Honest Cookie – Break a Cookie, Break the Silence”.

While we engaged the community through a series of outreach efforts, we also tapped on social media initiatives and videos to reiterate the importance of having honest conversations with your loved ones. These videos, which involved two individuals sharing these cookies, were a key testament to showing the impact that one honest conversation can have. Many laughed, some cried and heartwarming emotions were shared.

Additionally, we also shared “Honest Tips” on our social media pages, which provided suggestions on how people can learn to introduce honest topics into their lives, or to help someone else who may be struggling to share their emotions.



#HOWRU Walkathon Campaign

With the success of our inaugural Walkathon in 2020, SOS looked to re-introduce this signature event as part of our commemorative efforts for WSPD in 2021.

Held digitally for the second year running, we invited special guests such as Befrienders Kuala Lumpur and Singapore Association for Mental Health, to conduct a variety of talks and workshops. Through these activities, our guests were able to share more about the suicide prevention and mental health landscape, while also providing our participants with tips on how to best care for their own mental and emotional well-being.

Through the combined efforts of SOS, our guests and participants, we are thrilled to announce that we were able to garner a total of 31,733,016 steps. A big thank you to everyone for their contributions!



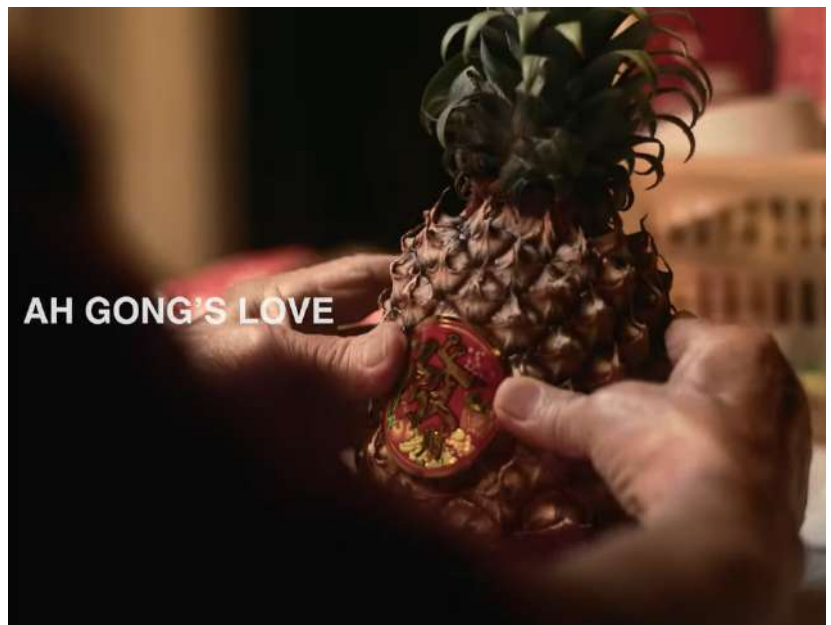


Chinese New Year (CNY) 2022 Campaign



To build on the 2021's message of having honest conversations and meaningful relationships, the highlight of our CNY 2022 campaign was an emotional video which shared the relationship between an *Ah Gong* (grandfather) and his granddaughter. When he realised his granddaughter was struggling, he decided to skip the awkward questions that may usually be asked, and instead decided to ask her to really share what was on her mind, reiterating the importance of sharing your struggles instead of bottling it up.

To wrap up the campaign, we reached out to 15 friends of SOS such as DPM Lawrence Wong, Chief Executive of IMH Daniel Fung, and actor Paul Foster, to share their words of encouragement ahead of the new year for all those that may be feeling lonely or who are in need of support.





SOS IN THE NEWS



During FY21/22, SOS was mentioned or featured in at least 197 media publications. These spanned across a variety of media outlets, such as newspapers, magazines, online outlets and television programmes. With these exposures, SOS was able to widen the reach of our programmes and services, to further our impact on the community.

Media outlets with our most frequent mentions are listed below.

MEDIA	TOTAL NUMBER OF MENTIONS
The Straits Times	69
TODAY Online	34
CNA	21
Mothership	11
AsiaOne	9
The New Paper	6
Lianhe Zaobao	4
The Independent	3
Human Resource Director	3
Yahoo News	3
Marketing Interactive	2
Our Better World	2
The Online Citizen	2



452 suicides reported in Singapore in 2020 amid Covid-19, highest since 2012



Top Stories Latest News Discover Singapore Asia Commentary Sustainability CNA Insider Lifestyle Watch

Suicide cases in Singapore highest in 8 years amid COVID-19 pandemic



Top Stories Latest News Discover Singapore Asia Commentary Sustainability CNA Insider Lifestyle Watch

Peer support, tech to play key role in youth mental health



PANG JINXIAN
Crisis Support Executive, Samaritans of Singapore



星期五 2021年12月03日



善济医社与新加坡援人协会 (SOS) 合作 提供低收入人士免费医疗援助

整理 / 马龙云

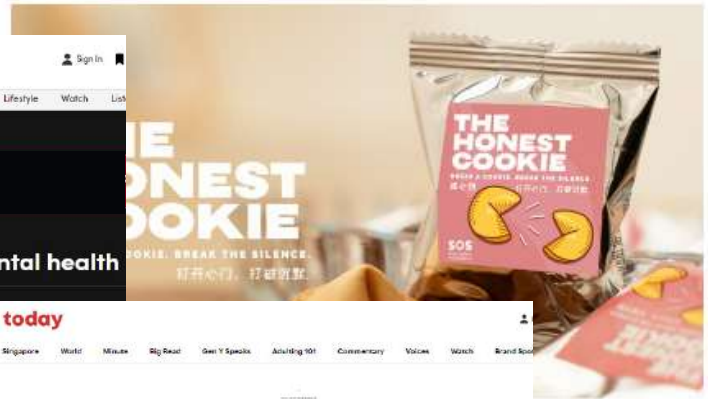
与新加坡援人协会... 启动“伸出援手”的试点项目... 为低收入人士提供免费中医... 根据该协议, 善济... 困难的SOS受益人提供... 助以及一次性500元的... 券福利。
常务执行主席卓顺发太... 表示: “善济医社很荣...



NEWS AGENCIES OPINIONS ANALYSIS MEDIA TECH CONTENT HUB TUNE IN BRAN HIGH

foodpanda SG and SOS use cookie to break mental health silence

STAFF WRITER / 10 SEPTEMBER 2021



Covid-19: Suicide rate among 10-19 age group rises in 2020 year-on-year



PHOTOGRAPH BY JY. 2021
Copyright 2021

TRAINING WORKSHOPS



Throughout the year, SOS continued to conduct training and workshops for individuals or organisations who were keen to learn more about how to support at-risk individuals.

As of March 2022, SOS had equipped over 200 HealthServe staff and volunteers to provide support for migrant workers in need, along with training other SSA's such as AWARE and BABES to strengthen their helpline abilities. Additionally, we conducted workshops for our fellow mental health advocates, Institute of Mental Health (IMH) and Singapore Association for Mental Health (SAMH), to equip their staff with the skills to care for patients that may be struggling with suicide.

While we have curated workshops in place, we also worked with educational institutes to create new modules for students. By working with the Executive Counselling and Training Academy (ECTA), we created the pilot module "Phone Counselling" for students, while also partnering with SUSS to create the "Tele-therapy and Mental Health Care" module.

These partnerships have provided SOS with the opportunities to transfer our knowledge in remote intervention, through learning and development initiatives for students and fellow practitioners across Singapore.

TRAINING/WORKSHOPS	TOTAL NO. OF SESSIONS	TOTAL NO. OF ATTENDEES
Suicide Intervention Skills Workshop	9	166
Gatekeepers Intervention Skills Workshop	7	103
Managing Suicide Crisis on Helpline	18	293
Remote Counselling	6	160
Suicide Postvention Skills Workshop	1	9
Sound of Listening	1	16
Other Customised Workshops	13	261
GRAND TOTAL	55	1,008



Comparisons over the last 5 years

Years	NO. OF SESSIONS	NO. OF ATTENDEES
2017/2018	13	228
2018/2019	17	248
2019/2020 (*COVID-19)	14	285
2020/2021 (*COVID-19)	21	305
2021/2022 (*COVID-19)	55	1,008

A 230.4% increase was noticed in the number of attendees in FY21/22 compared to FY20/21, potentially due to the increased discussions surrounding mental health wellness in Singapore.

Participant Feedback

“This training was *especially beneficial* in giving me more *confidence* to work with an individual who is actively suicidal.”

01/

“Well done, Yoke Yin and Shawn! Will love to hear more about your stories and field experiences! Great job with the skills empowerment through multiple case studies, exposure through group discussions and encouragement through perspective sharing!”

02/

“Great trainers with in-depth knowledge of suicide interventions. Able to provide good examples and real situations in providing better/clearer understanding. Role playing helps me to practice and be more confident. Thank you.”

03/

“This training was especially beneficial in giving me more confidence to work with an individual who is actively suicidal. Trainers, especially Charlene, were extremely clear and presented even dry parts (i.e., Stats) with so much energy! I really appreciate it.”

04/

“I learned a lot from the training and the insights are definitely useful. I am sure I will be able to apply it to both at work and out of work, where help is needed. Thank you, Charlene and Aisha.”

OUTREACH TALKS



TOPIC	ORGANISATIONS	NO. OF ATTENDEES
SOS and its Role in Suicide Prevention	NUS Residential College 4	37
	NTU Beginning Teachers' Orientation Programme	142
	Raffles Institution	60
	NTU Social Marketing	38
	MDIS	50
	Finastra	30
	NAFA	14
Things You Need to Know About Suicide	Deloitte Singapore	55
	Corrupt Practices Investigation Bureau	80
	TikTok	40
	Singapore Cancer Society	31
	Pivotal	20
Let's Talk About Suicide	Hindu Endowment Board	100
	Activate	54
	Esplanade	29
	Girl Guides	10
Let's Talk About Suicide (VR)	Singapore Polytechnic	80
	Nanyang Academy of Fine Arts (NAFA)	79
	Nanyang Technological University (NTU)	41
	National University of Singapore (NUS)	25
Monster In the Mirror Post-Show Dialogue	Temasek Polytechnic	40
	Canberra Secondary School	280
	Hwa Chong Institution	790
	School of Science and Technology	400



TOPIC	ORGANISATIONS	NO. OF ATTENDEES
	Victoria School (Sec 4)	163
	Methodist Girls School (Sec 2)	319
	Hua Yi Secondary School (Sec 1 x3 class)	120
	Changkat Changi Secondary School (Sec 2)	209
	Hua Yi Secondary School (Sec 2)	271
	Hua Yi Secondary School (Sec 1 x4 class)	148
	Woodlands Secondary School (Sec 3 Exp/ NA/ NT)	263
	Bukit Merah Secondary School (Sec 1 & 2)	380
Youth Mental Wellness	SUSS	102
Suicide Prevention and Intervention	Singapore International School Counsellors Network Meeting	45
	Yishun Town Sec School	87
If I Had Known Earlier..	Silver Ribbon	38
Suicide Awareness and Prevention	Heal.with.Nav	10
Creating a Safe Space	TikTok	47
Suicide: Can Talk Or Not?	Singapore Mental Health Film Festival	68
Virtual Round Table Discussion Among Patient Advocacy Groups in Southeast Asia	Johnson & Johnson	26
Sharing On Mental Wellness	Bridge Alliance	33
Understanding and Attending to Students in Crisis	Singapore Chinese Girls' School	108
Cana Film Festival Sharing	Cana Film Festival	30
Victim Care Officers Sharing Session	Singapore Police Force	35
Understanding Suicide and Responding to Persons in Distress	Our Better World	25



TOPIC	ORGANISATIONS	NO. OF ATTENDEES
	State Courts	53
	Singapore Management University (SMU)	65
How to Help the Suicidal	Faith AoG Church	38
Burnout and Employee Well-Being	College of Alice and Peter Tan	27
	Yale-NUS College	20
World Suicide Prevention Day Spaces Event	Twitter	200
SOS Symposium 2021	Samaritans of Singapore	600
Tapestries of Grief	Montfort Care	231
Dialogue: Harnessing Strengths of the Community	General Public	90
Mental Wellness & Support	MOE-Principal Networked Learning Community	15
Invisible Wounds	Ang Mo Kio GRC, Kebun Baru & Yio Chu Kand SMCs	210
	Cheng San CC	30
Lunch Talk with Tecity Group	Tecity Group	23
3rd Asia Pacific Conference and Meeting on Mental Health	Silver Ribbon	75
SOS' Volunteer Management Framework & Achievements	Nanyang Polytechnic	50
Build our Charity's Social Media Presence	Singapore University of Social Sciences	441
BWW Virtual Conference 2021: Bridging the GAP	Befrienders Worldwide	402
TPEP 2021: Talk by Samaritans of Singapore	National Institute of Education (NIE)	394
Talk on Suicide Prevention on the Helpline	Care Corner Counselling Centre	10



TOPIC	ORGANISATIONS	NO. OF ATTENDEES
NUS Social Policy Forum 2022	National University of Singapore (NUS)	70
Tips on Managing At-Risk (Suicide) Situations (Webinar on Mental Wellness II - SUPPORT)	Singapore Polytechnic	77
Workplace Mental Health/ Suicide Prevention Podcast	Mentally Health Workplaces Asia	N/A
	GRAND TOTAL:	8,173

WITH YOUR SUPPORT



With your donations, SOS is able to continue our mission to support at-risk individuals, and to expand on our initiatives to work towards a 'Zero Suicide' future. And most importantly, you help our services remain free and accessible to all who seek it.

WITH YOUR SUPPORT

FUNDRAISING INITIATIVES

While SOS' signature events serve as a way for the Singaporean community to learn more about suicide prevention and how they can do their part, it also serves as a way for our team to engage current and potential donors. Through these initiatives, we hope to connect with like-minded donors who are keen on providing us with the resources to continue upgrading our programmes and services for at-risk individuals.

SOS Virtual Walkathon 2021

Held from the 12th – 18th of September, our second #HOWRU virtual walkathon looked to continue providing a platform for discussion regarding suicide prevention and mental health wellness. By partnering with Befrienders' Kuala Lumpur, Samaritans of Thailand and The Samaritans (Hong Kong), we were able to reiterate the combined work that our organisations continue to do in our suicide prevention efforts. Throughout this week, the key highlights were a sushi making paper craft class with Singapore Association for Mental Health, a mental health workshop hosted by Cheng San CC and with speakers from SOS, Silver Ribbon and TOUCH Community Services, and a Webinar on Suicide Prevention hosted by Befrienders' Kuala Lumpur, as we aimed to connect with our audience on some best self-care practices. By the end of the event, we were proud to have attained a total of 31,733,016 steps from all participants and raised a total of \$193,915. A huge thank you to everyone for their support!



Live Dialogue
HARNESSING STRENGTHS OF OUR COMMUNITY
12 September 8pm

Nadia Ahmad Samdin
Adviser to Ang Mo Kio GRC GRCs

Shawn Lai
Senior Counsellor, SOS

Tammy Tan
Student Mental Health Advocate

Desiree Lai
Moderator

REGISTER NOW TO JOIN ON ZOOM

SOS Samaritans of Singapore





World Suicide Prevention Day (WSPD) 2021 Campaign: The Honest Cookie



While having normal conversations with people can be easy, having ones that involve honest and raw emotions can be a little trickier. In 2020, Singapore experienced 452 suicide deaths, the highest number recorded to date. This worrying statistic was a reminder to SOS to help find ways for individuals to let their emotions out and seek help, rather than to keep it in.

To emphasise the need for honest conversations, SOS partnered with TBWA for World Suicide Prevention Day 2021, to create The Honest Cookie: A fortune cookie with a delicious vanilla flavour on the outside, and an honest question on the inside.

Through various outreach efforts such as partnering with LiHO and FoodPanda, as well as our social media efforts, SOS encouraged individuals to share these cookies with anyone, from strangers to best friends. In doing so, we hoped to relay the importance of having heartfelt and open conversations with each other, with a total amount of \$102,833 raised in the process.



SOS Symposium 2021

The COVID-19 global pandemic was a timely reminder of the importance of post-crisis recovery and transitions, with past data showing that the number of suicide deaths tends to increase after a crisis. From 9th to 11th September 2021, SOS ran our inaugural Symposium, in conjunction with World Suicide Prevention Day. With the theme for the year being “Transitions: Harnessing Strength Amidst Uncertainties”, more than 50 foreign and local industry leaders, along with our Guest of Honour, DPM and patron of SOS Lawrence Wong, we gathered virtually to share their knowledge about the impacts that life transitions can have on individuals of all walks of life. Throughout the two and a half days, there were a mix of plenary talks, panel discussions and four breakout tracks – Community, Elderly, Family and Youth.

SOS’ Symposium couldn’t have been executed without the strong support of our following sponsors: Platinum Sponsors: BinjaiTree, DBS Bank Ltd and Mr Lan Tian; Gold Sponsors: Woh Hup (Private) Limited and Johnson & Johnson; Bronze Sponsors: NTUC FairPrice Foundation, First REIT Management Limited, Serenity Casket and Dr Daniel Fung. In total, we have successfully fundraised \$228,389.



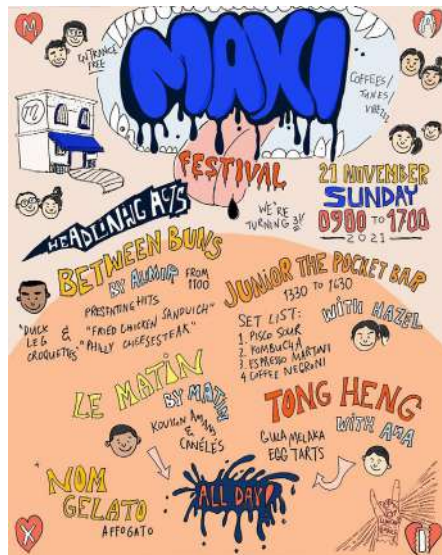
WITH YOUR SUPPORT

FUNDRAISING PARTNERSHIPS



SOS x Maxi Coffee Bar

With the topic of suicide being close to their hearts after having lost a loved one, Maxi Coffee Bar held a one-day event at their space on 21st November 2021 with partnering food businesses, with all proceeds going to SOS. Through this meaningful experience, a total of \$2,000 was raised to help us in our efforts towards suicide prevention and crisis intervention. A huge thank you to the Maxi Coffee Bar family!





SOS x Talking Toes



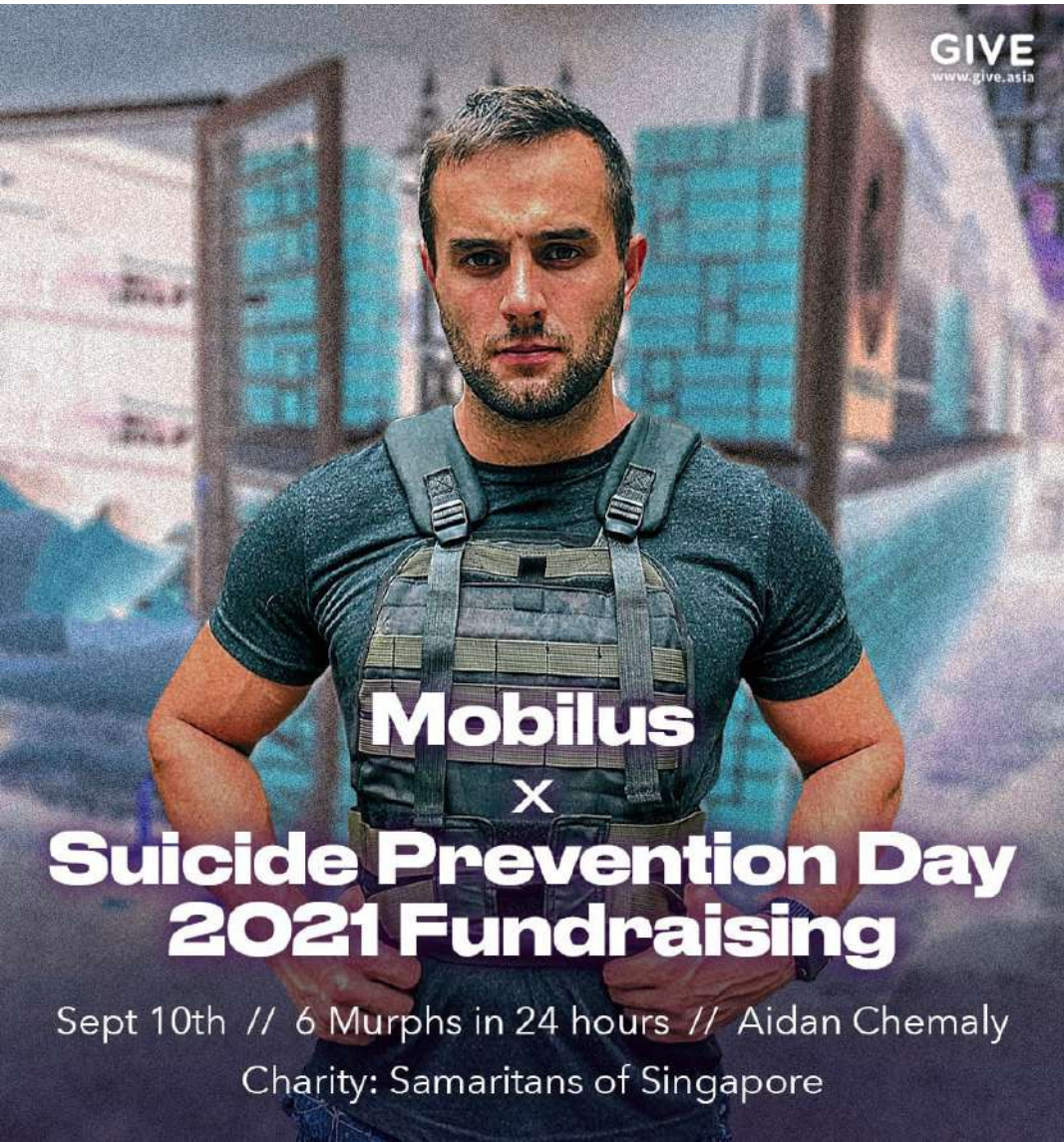
As part of our efforts for World Suicide Prevention Day 2021, SOS partnered with Talking Toes, a brand dedicated to tackling mental health issues through their unique variety of socks. With these limited edition socks, we were able to raise further funds to continue upgrading our programmes and services, to better serve our clients in need.





SOS x Mobilus

As part of their support for SOS' Walkathon 2021, Crossfit Mobilus contributed to our suicide prevention awareness efforts by hosting a fundraising activity in partnership with our organisation, with a total of \$28,837 being raised and donated to further fund our services and programmes. Through this kind gesture, it was also an opportunity for Crossfit Mobilus to reiterate their dedication to SOS' efforts, and to help create a shared voice and one community in our efforts to raise awareness about suicide prevention.



WITH YOUR SUPPORT

ACKNOWLEDGEMENTS – CORPORATE DONORS



<u>\$50,000 and above</u>	Tan Chin Tuan Foundation
	Lee Foundation
<u>\$10,000 and above</u>	The UPS Foundation
	Singapore Rubber Millers Association
	McKinsey and Company Singapore, Pte Ltd
	Aranda Investments Pte Ltd
	GlobalGiving Foundation Inc
	Binjaitree
	PAP Community Foundation
	Franklin Templeton Capital Holdings Pte Ltd
	Templeton Asset Management Ltd
	The Happy Ever Crafter Inc.
<u>\$5,000 and above</u>	Twitter Asia Pacific Pte. Ltd.
	Johnson and Johnson Pte. Ltd.
	Activate Interactive Pte Ltd
	Kwan Im Thong Hood Cho Temple
	Hounds of the Baskervilles Pte. Ltd.
	Lee Kim Tah Foundation
	Liberty Specialty Markets Singapore P.L.
	AerCap
<u>\$1,000 and above</u>	Youprintit Private Limited
	The DL Grind Pte. Limited
	Singapore Actuarial Society
	The Hokkien Foundation
	Google
	Y-SG Pte. Ltd.
	First Sentier Investors (Singapore)
	Marcuard Heritage (Singapore) Pte. Ltd.
	Lewis Public Relations Pte. Ltd.
	Pacific Life Re Svcs SG Pte Ltd
	TRC 27TP Pte. Ltd.
	Clifford Chance Pte Ltd
	Tech Observer Asia Pacific Pte Ltd
	National Environment Agency
	St. Joseph's Institution International
Majlis Ugama Islam Singapura - Baitulmal	

**Total Amount
of Funds Raised
in FY21/22:**

\$1,044,951

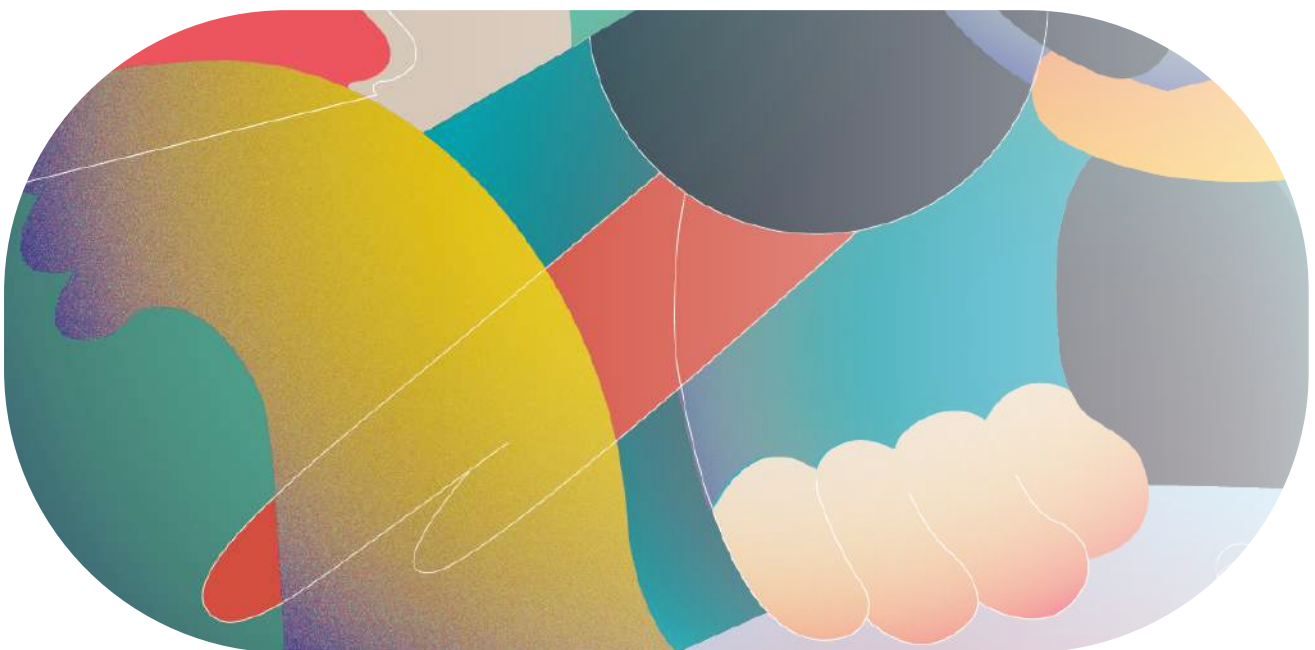
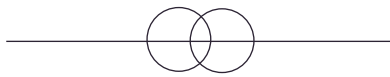
WITH YOUR SUPPORT

ACKNOWLEDGEMENTS – DONATIONS IN-KIND



Twitter, Inc.	Advertising Credits	\$6,715
Sian Chay Medical Institution	Advertisements in Xin Min Ri Bao, Lian He Wan Bao and Lian He Zao Bao	\$20,120
CSCT Pte. Ltd.	Sponsorships for camera systems, CCTV, and door access systems	\$26,977

TOTAL: \$53,812

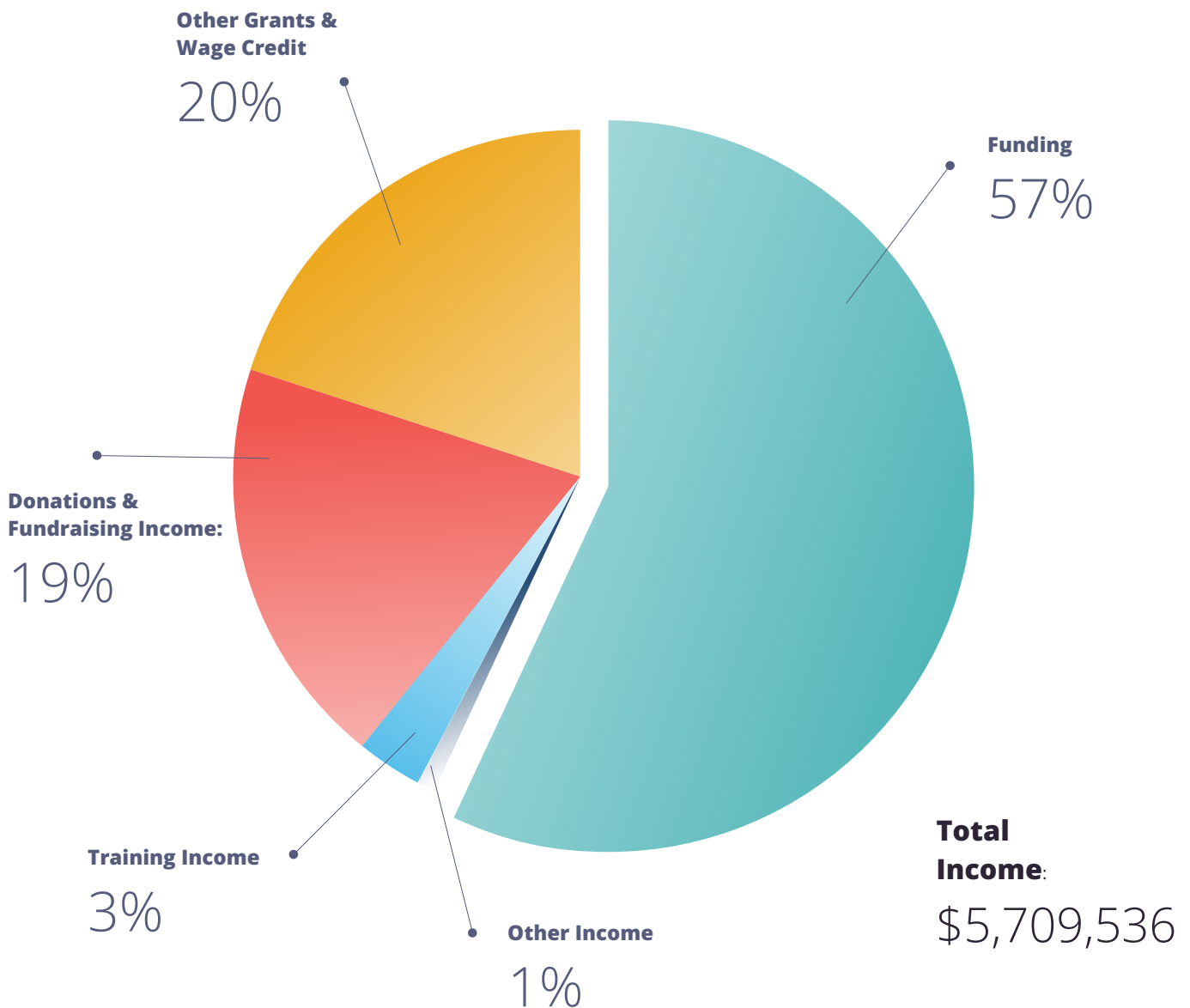


WITH YOUR SUPPORT

SUMMARY OF FINANCIAL PERFORMANCE

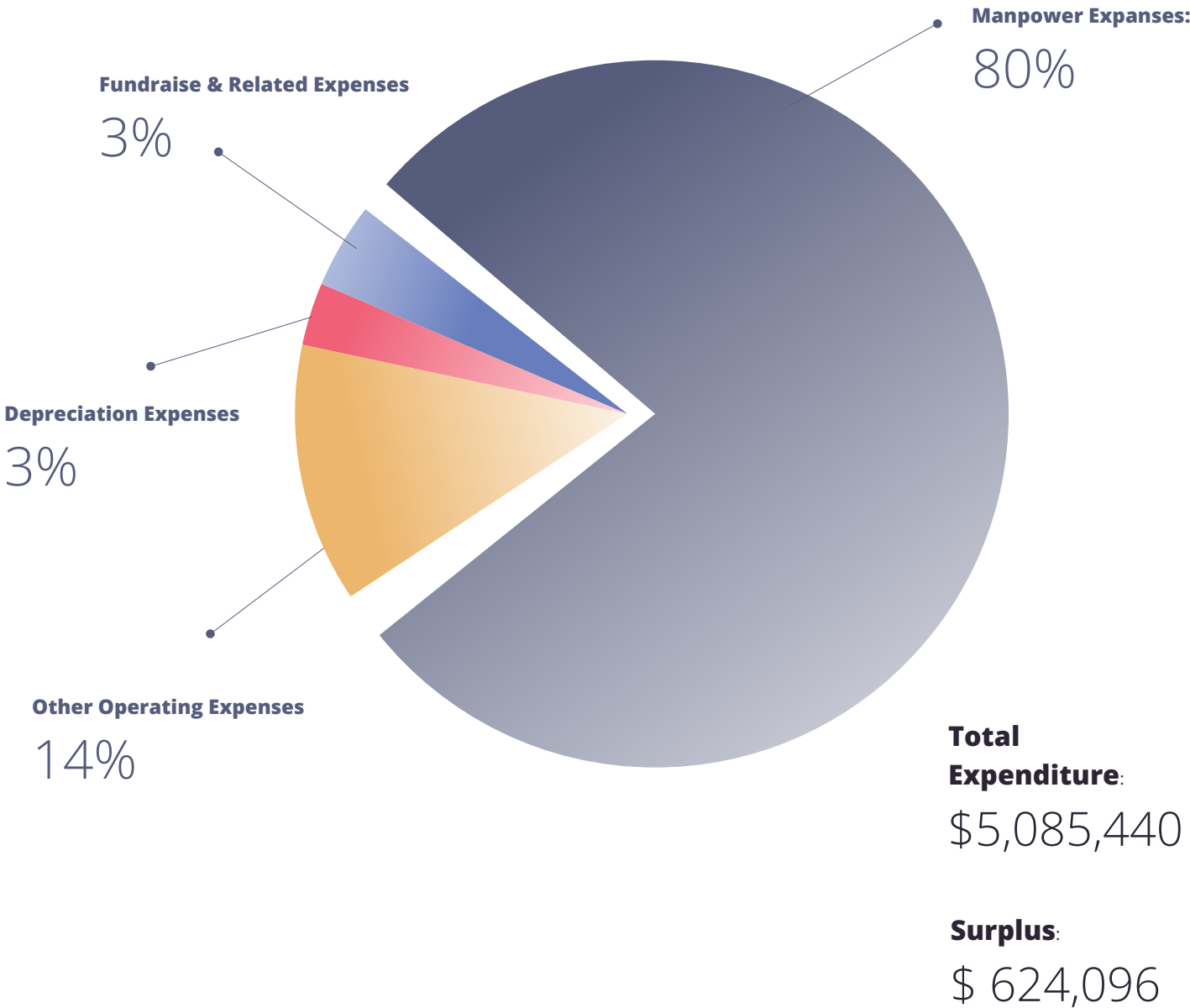


INCOME





EXPENDITURE



Major Financial Transactions

The most significant financial transaction from FY21/22 was SOS' office renovation at 10 Cantonment Close and 346 Ubi Avenue 1, which incurred a total cost of \$408,205 and \$392,829 respectively.

For more information on SOS's financial performance and various of funds held, please refer to our full set of audited financial statements for the financial year ended 31 March 2022 as attached at the end of this Annual Report.

GUIDED BY PASSIONATE LEADERSHIP



Within leadership with passion and purpose is an intertwined belief shared with all staff and volunteers: all life matters; and that suicide is preventable. Our leadership team is made up of focused individuals who remains dedicated to help advance mental health and suicide prevention in Singapore and beyond.



The Organisation



Unique Entity Number (UEN):	S69SS0047D
IPC Registration Number:	000468
Registered Address:	Block 10 Cantonment Close, #01-01 Multi Storey Car Park, Singapore 080010
Membership	International Association for Suicide Prevention (IASP)
Auditor:	PG Wee Partnership LLP
Internal Auditor:	RSM Risk Advisory Pte Ltd
Banker:	DBS Bank Limited
Honorary Member:	Dr Tan Chue Tin Senior Consultant Psychiatrist, Tan Chue Tin Clinic Pte Ltd (Mount Elizabeth Medical Centre)
Clinical Adviser:	Dr Tan Sheng Neng Consultant Psychiatrist Tan Chue Tin Clinic Pte Ltd (Paragon Medical Centre) The Safety Net
Legal Advisers:	Ms Ellen Lee Geck Hoon, JP, PBM Advocate & Solicitor, Notary Public Consultant of DCMO Law Practice LLC Mr S. Sivanesan Senior Partner Dentons Rodyk & Davidson LLP
IT Adviser:	Mr Tan Tiew Hin Senior Vice President Technology Shared Services and Operations Singapore Exchange Limited

THE ORGANISATION INFORMATION

Samaritans of Singapore ("SOS" or "the Society") was registered with the Registry of Societies on 29 July 1969 and with the Commissioner of Charities on 26 September 1983. SOS is governed by its Constitution.

SOS is a full member of National Council of Social Service and has been accorded to Institute of Public Character (IPC) status till 31 December 2024.

Board of Management



Chairman
Ms Lee Sook Fung

General Manager,
Smit Singapore Pte Ltd

Sook Fung has been with Smit Singapore, part of a Dutch MNC in the marine industry for more than 43 years. Operating as a professional accountant by trade, she is also a member of the local senior management team for many years. Additionally, she has been serving on the board of various local companies of the Group since 1985.



Vice Chairman
Mr Faes Roel Henricus
Franciscus Maria

Senior Vice-President,
Citibank N.A. Singapore

Roel is the Regulatory Engagement Lead for the Asia Pacific Operations and Technology Organisation. He has more than 28 years of experience in Financial Services, IT and Telecommunications and extensive experience in program, project and portfolio management, technology governance, risk and control. He was a volunteer with Befrienders in Malaysia for five years.



Honorary Secretary
Ms Judy Low Gek Neo

Director of International
Communications, Allergan
Aesthetics, an AbbVie company

Judy is a seasoned, broad-based communications professional with more than 20 years of regional responsibilities in global healthcare and technology companies. She has been involved in the organisation's training facilitation and focused on supporting the Board by leveraging her experience in corporate, executive and employee communications, issues management, media and community relations.



Honorary Treasurer
Ms Sharon Siah Chek Hoon

Operations Finance Director,
L’Oreal Singapore PTE LTD

Sharon was co-opted to the SOS Board in 2019 and was appointed as the Honorary Treasurer in 2020, filling a critical position with her professional competence and experience in finance. Prior to joining L’Oreal she was APAC CFO at JUUL Labs and has over twenty years of experience in the various corporate finance and accounting capacities that she has undertaken. Beyond her contributions to SOS, she had also volunteered her time at AWARE and Aidha.



Member
Mr Adrian Seow Chin Hwee

Independent Consultant

Adrian has held key senior appointments with financial institutions and banks over a 30+ year career. As a C-suite Executive, he has strong strategic and transformation management depth in country and region wide implementation of Operations and Technology projects. His expertise lies in the senior management of banking systems, and operations with a broad-based geographical exposure in the regional banking industry.



Member
Mr Chinnatamby Nandakumar

Director,
Lockton Companies (S) Pte Ltd

Kumar was Vice-Chairman in the SOS Board between 2017-2021. He has worked at Lockton Companies for more than 13 years, and has drawn on his legal background and experience to provide invaluable support to the organization as and when this has been required. Beyond his legal contributions to the organisation, he is also the Chairman of the Fundraising Committee and the Audit and Risk Committee.



Member
Mr Lee Jun Kiat

Manager, Information Technology,
Autodesk Asia Pte Ltd

Jun Kiat has served as an SOS Board member since 2017. Jun Kiat has spent the last 20 years in Information Technology and customer support roles. His experience spans across process and regulatory compliance, operations management and digital transformation. He is also the Chairman of the IT Committee and played an instrumental role in the migration of SOS' telephony system.



Member
Ms Ng Nancy

Director, Family Support Division
Family Development Group

Director, Professional Practice
Development Office of the
Director-General of Social Welfare

Senior Lecturer, Social Work
SR Nathan School of Human
Development

Ms Ng began her social work career as a counsellor with the SAF Counselling Center, and completed her Masters in Social Work. Following which, she worked with Yup'ik Eskimo communities in Alaska as a school social worker. She was involved in policy work at the Rehabilitation and Protection Division, appointed Chief Probation Officer at Ministry of Social and Family Development (MSF), and became the Director-General of Social Welfare in 2012. She's taken on roles such as the Director of Central Youth Guidance and teaching in SUSS, and now works in the Family Support Division.



Member
Dr Francis Neville Pavri

Adjunct Professor, Singapore
Management University

Francis lectures in Business, Government and Society and provides different perspectives to the Board with his extensive experience in academia. Before joining SMU, he lectured in NUS for more than 20 years, teaching a range of subjects from Statistics to Accounting. He was also a Committee Member in the NUS Society, and volunteers as a senior guide at the Science Centre. He was on the SOS Board in the 90's before and has stepped up again to serve.



Member

A/P (Dr) Sharifah Mariam
Bte Hussain Aljunied PPA(P),
PPA(G), CPsychol, AFBPsS

Adjunct Associate Professor,
Department of Psychology, Faculty
of Arts & Social Sciences, NUS

Mariam is a Chartered Psychologist and Associate Fellow of the British Psychological Society, with more than 25 years' experience in providing professional advice and consultancy to educational institutions, social service agencies and families in Singapore. She is actively involved in several social service organisations in Singapore, including the National Council of Social Services, and is concurrently a Research Associate with the University College London (UCL), and an adjunct associate professor in Psychology Dept of National University Singapore and Office of Education Research in National Institute of Education, NTU.



Member

Ms Tanie Eio Chee Tang

Vice-President of Human
Resources, UPS Asia Pte Ltd

Tanie is an experienced global Human Resources business partner, skilled in Leadership Management, Culture and Change Management, Diversity and Inclusion, Succession Planning, Workforce Planning, Learning and Development and Health and Safety. She helped to clinch the bronze award in "Excellence in Workplace Culture" by the HR Excellence Award 2021. Tanie was named Asia's "Best HR Leader" title in 2022, by the prestigious HR Tech Festival, organized by the HRM Asia, which honours the outstanding achievements of the region's top HR leaders, companies and teams from the private and public sectors.

Ms Lim Hui Chee, Dr Ng Beng Yeong, Mr Sam Cheah Sin Koong, Mr Stephen Yong Yoon Hui ended their term of appointment as SOS Board of Management on 23 July 2021.

Committees

The Board has established seven committees to assist in the execution of its duties on specific functions. Each of the committees is chaired by a Board member and operates within the Terms of Reference approved by the Board. The seven committees and their members are:

Audit & Risk Committee	
Chairman	Mr Chinnatamby Nandakumar (1 October 2021)
Members	Ms Ng Nye Lee Mr Phillip Pang Ms Chan Lie Leng Ms Lim Hui Chee (1 Oct 2021) Ms Pang Chin Lee++ (1 Mar 2022)

Ms Lim Hui Chee stepped down as a Chairman on 1 Oct 2021.

Governance & Nominating Committee	
Chairman	Mr Adrian Seow Chin Hwee
Members	Ms Patricia Thong Chui Pheng Ms Ang Ai Nee Mr Jeremy Ong Jun Xian (1 Apr 2021) Ms Annabelle Lim Zixiu (1 Dec 2021) Ms Lim Suu Kuan (1 Feb 2022)

Ms Francesca Phoebe Wah Li Ting stepped down on 30 June 2021.

Fundraising Committee	
Chairman	Mr Chinnatamby Nandakumar
Co-Chairman	Ms Vanessa Tan Yu Bee (1 Oct 2021)
Members	Mr Melvin Ang Ming Jun

Mr Richard Soh and Ms Lim Suu Kuan stepped down on 28 Apr 2021 and 31 Mar 2022 respectively.

Human Resource Committee	
Chairman	Ms Tanie Eio Chee Tang
Members	Mr Robert Lim Hui Beng Mr Chia Boon Kiat Mr Marcus Heng Chiang Huat Mr Lee U-jin (1 Nov 2021) Ms Pek Bin Lee++ (1 Mar 2022)

Mr Chinnatamby Nandakumar stepped down on 30 Sep 2021.



IT Committee	
Chairman	Mr Lee Jun Kiat
Members	Ms Ong Geok Chwee
	Mr Chris Goh Hian Guek (1 Nov 2021)
	Mr John Lam Leng Hung++ (1 Nov 2021)

Programme & Services Committee	
Chairman	Mr Faes Roel Henricus Franciscus Maria (1 Oct 2021)
Members	Ms Ong Sian Tjoe
	Ms Charlene Heng Chai Ling
	Mr Khoo Yi Feng (1 Apr 2021)
	Ms Francesca Phoeba Wah Li Ting (1 Jul 2021)
	Ms Chan May Peng++(1 Mar 2022)

Strategic Planning Committee	
Chairman	Ms Ng Nancy
Vice-Chairman	Phua Chun Yat (1 Nov 2021)
Members	Mr Lee Jun Kiat
	Mr Chia Boon Kiat
	Mr Madanjit Singh
	Ms Long Chey May
	Mr Cho Ming Xiu (1 May 2021)

Mr Stephen Yong Yoon Fui stepped down as a Chairman on 1 Oct 2021 and stepped down as a member on 15 Oct 2021.

++ Non-voting member

Ms Lim Hui Chee and Mr Ernest Lee Kian Meng stepped down on 9 Nov 2021 and 3 Jan 2022 respectively.

Leadership Team (as of 31 March 2022)

Mr Gasper Tan Peck Leong
Chief Executive
Appointed since 16 September 2019

Mr Phua Chun Yat
Chief Operating Officer
Appointed since 3 January 2022

Mr Eric Tan Ee
Head of Department,
Partnership & Engagement
Appointed since 21 February 2020

Mr Ernest Lee Kian Meng
Head of Department,
Shared Resources
Appointed since 6 May 2019

Ms Charlene Heng Chai Ling
Head of Department,
Training & Development
Appointed since 8 August 2019

Organisational Structure

(as of 31st March 2022)



Mr Gasper Tan Peck Leong

Chief Executive

Gasper Tan is Chief Executive of Samaritans of Singapore (SOS), Singapore's lead agency for suicide prevention. Gasper has worked over three decades leading and growing companies of all sizes, from multinational corporations to start-ups. His experience and leadership have been focused on strategic management, as well as developing and steering dynamic business services across the Asian Pacific region.

Gasper's accolades in the business sectors include achieving Top 10 fastest-growing firm in Singapore; and has participated in government projects, including the recent NCSS-led Beyond COVID-19 taskforce, which focuses on building social preparedness with community-focused initiatives. He is currently a member of the Inter-Agency Taskforce Work Group on Mental Health and Well-being. He has also held several board positions throughout his career.

As a strong advocate for strengthening community resilience, Gasper believes in empowering people and deepening collaborations to manage future challenges.



A. BOARD OF MANAGEMENT

SOS is governed by a Board of Management (the “Board”) which comprises elected and co-opted members. The Board’s role is to provide strategic direction and oversight of SOS’s programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. The key roles of the Boards are:

Formulate policies to govern and manage the activities of the Society;

- Initiate, determine and develop policies and form relevant committees to carry out relevant projects and programmes of the Society;
- Approve budget for the financial year and monitor expenditure against budget; and
- Responsible for the preparation and fair presentation of the financial statements of the Society.

Appointment of the Board

The Board is supported by the Governance and Nominating Committee in overseeing the recommendation and nomination of candidates for elections or appointment to the Board and Committees. Under its constitution, the Board shall consist of not more than 12 members, of which 8 members shall be elected at alternate Annual General Meeting (“AGM”) and 4 shall be co-opted members.

At the end of the financial year, the Board had 7 elected and 4 co-opted members. All Board members are volunteers and are not remunerated. New Board and Committee members are required to go through an on boarding program. The Society supports new and existing members for relevant training/briefings.

Term of Office

Under its Constitution, the term of office of the Board is 2 years. All Board members shall serve not more than 3 consecutive terms, while the Honorary Treasurer shall serve for not more than 2 consecutive terms. After the lapse of a term, ex-Board members are eligible to offer themselves for re-election. The tenure of co-opted members is the same as elected members. As at end of the financial year, no member has served more than 10 consecutive years.

During the year, 2 new members were elected at the AGM held on July 2021 and 1 new member was co-opted in September 2021.

Board’s Performance and Evaluation

The Board conducts an annual self-evaluation to assess its effectiveness and to drive improvements. The evaluation covers board composition, organisation culture, mission and strategic direction, programme oversight, financial oversight, funding, public image, organisation performance and impact. Individual board members are also provided opportunities on an annual basis to reflect on their contributions and provide feedback on future roles, training and improvement areas. The findings and recommendations are discussed at subsequent meetings.

The Board is required to meet at least once in two months according to the Constitution. During the financial year, the Board held a total of 8 meetings. Details of the Board of Management including their meeting attendance during the financial year, which ended on 31 March 2022 are as follows:

Name	Position	Date of Last Appointment as Board of Management	Date Assumed Position	Board of Management Since	Board Meeting Attendance**
Ms Lee Sook Fung	Chairman	23 July 2021	29 July 2021	28 July 2017	8/8
Mr Faes Roel Henricus Franciscus Maria	Vice-Chairman	23 July 2021	29 July 2021	23 July 2021	6/6
Ms Judy Low Gek Neo	Honorary Secretary	23 July 2021	29 July 2021	28 July 2017	8/8
Ms Sharon Siah Chek Hoon	Honorary Treasurer	23 July 2021	29 July 2021	29 September 2019	7/8
Mr Chinnatamby Nandakumar	Member	23 July 2021	23 July 2021	28 July 2017	5/8
Mr Lee Jun Kiat	Member	23 July 2021	23 July 2021	28 July 2017	8/8
Mr Adrian Seow Chin Hwee	Member	1 August 2021	1 August 2021	23 January 2019	7/8
Ms Ng Nancy	Member	1 August 2021	1 August 2021	1 October 2019	6/7
Ms Tanie Eio Chee Tang	Member	1 August 2021	1 August 2021	10 December 2019	6/7
Dr Francis Neville Pavri	Member	23 July 2021	23 July 2021	23 July 2021	6/6
Dr Sharifah Mariam Bte Hussain Aljunied	Member	1 September 2021	1 September 2021	1 September 2021	4/4

Ms Lim Hui Chee, Mr Sam Cheah Sin Koong, Mr Stephen Yong Yoon Hui and Dr Ng Beng Yeong ended their term of appointment as a member of the SOS Board of Management on 23 July 2021.

*** Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the new members were elected and/or co-opted at different times during the financial year, the number of meetings scheduled may vary.*

B. COMMITTEE

The key roles of 7 committees established in SOS are listed as follows:

Human Resources Committee

- Oversee and provide guidance on human resource strategies, policies, compensation and benefit schemes;
- Oversee and provide guidance on the “Volunteer Management Governance Framework” and policies for SOS volunteers;
- Inform the Board of the recommended changes by the Management team to the compensation and benefits framework, career development programmes, strategy and other significant changes to policies relating to employees or volunteers before implementation; and
- Gather inputs from the Board on Chief Executive’s performance and recommend to the Chairman for approval on matters related to the Chief Executive’s compensation and benefits.

The Human Resources Committee met 5 times during the year.

Audit and Risk Committee

- Provide a means of independent assurance and objective review of financial information risk management, process of governance and internal control mechanisms;
- Ensure that assets are safeguarded, the risk of illegal or improper acts is reduced;
- Review and recommend the appointment of auditors; and
- Ensure compliance with statutory and regulatory requirements



Fundraising Committee

- Advise the Board on any fundraising matters;
- Develop, implement, monitor and evaluate fundraising strategy;
- Oversee fundraising activities and provide support for fundraising events; and
- Assist the Board in managing interactions with donors, obtaining funds or in-kind services, thanking sponsors/donors.

The Fundraising Committee met 5 times during the year.

IT Committee

- Provide subject matter support to the Board and Chief Executive; and
- Ensure continual functioning of IT and telecommunication infrastructure and relevant applications.

The IT Committee met 2 times during the year.

Strategic Planning Committee

- Identify strategies that will help SOS move towards her Vision; and
- Provide oversight of the key priorities of the Strategic Plan to ensure their relevance, timeliness and that they are appropriately resourced.

The Strategic Planning Committee met 3 times during the year.

Governance and Nominating Committee

- Oversee corporate governance practices, principles, guidelines and related policies including matters related to integrity and ethics;
- Oversee nomination of candidates for election or appointment to the Board;
- Oversee composition, including succession planning of the Board; and
- Conduct annual self-evaluation of the Board's performance.

The Governance and Nominating Committee met 7 times during the year.

Programme and Services Committee

- Oversee new programme development;
- Monitor and assess outcomes of existing programmes to ensure alignment with the vision, mission and objectives of the Society;
- Actively participate in new initiatives and ascertain relevance of existing programmes;
- Provide guidance in the development of service delivery mechanisms;
- Initiate and guide programme evaluations;
- Determine the priority of a list of programmes to reflect the priority of the Society and availability of resources; and
- Develop effective procedures and resources for new programme initiation and existing programme evaluation.

The Programme and Services Committee met 4 times during the year.

C. CONDUCT OF FUNDRAISING ACTIVITIES

SOS has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Services and the Charity Council.

During the financial year, SOS has conducted a total of 4 fundraising events and raised a total of \$1,044,951. This amount raised is dedicated toward enhancement and expansion of services and infrastructure.

The total fundraising expenses of the Society do not exceed 30% of the total receipts from the fundraising activities. SOS does not engage commercial fundraisers during the financial year.

D. RISK MANAGEMENT AND INTERNAL CONTROL

The Board is supported by the Audit and Risk Committee in its governance of enterprise risks. Management is responsible for maintaining a sound system of risk management and internal controls.

During the financial year, internal audits on Governance Review, covering the Compliance with the Charity Code, Procurement, Expenditure, Payment & Banking, Revenue and Receipts for Training and IT General Controls, Cybersecurity and Data Security were performed and a report was presented to the Audit & Risk Committee and to the Board.

E. DISCLOSURE AND TRANSPARENCY

SOS makes available to its stakeholders an annual report that includes information on its programmes, activities, services, audited financial statements, governance, Board members, Committee members, and the leadership team. The annual report is also published on SOS's website.

All Board members are volunteers and received no monetary remuneration. Moreover, none of the paid staff are close members of the family of the Chief Executive or Board of Management members, who have received remuneration exceeding \$50,000 during the financial year.

For the financial year, the annual remuneration (comprised of salaries, bonuses, allowance and employer's contributions to Central Provident Fund) of the three highest paid staff is disclosed in the bands of \$100,000 as follows.

RENUMERATION BANDS	2022	2021
\$100,000 to SGD \$200,000	-	2
\$200,001 to SGD \$300,000	2	1
\$300,001 to SGD \$400,000	1	-

None of the staff of the Society serves on the Board of Management or decide on his or her own salary.

F. HUMAN RESOURCES MANAGEMENT

There is a documented SOS-Staff handbook that provides guidance and information on SOS' mission, vision, policies procedures, and code of conduct. The handbook is reviewed and updated from time to time to ensure relevancy.



G. VOLUNTEER MANAGEMENT POLICIES

The Board has established Volunteer Management Policies to govern recruitment and selection, training and development, membership, duty schemes, welfare and recognition, as well as disciplinary matters.

The Board is supported by the Human Resource Committee in overseeing and providing guidance to the Management on the review and update of volunteer management policies and governance framework.

H. FINANCE POLICIES AND PROCEDURES

SOS has established financial policies and procedures to govern key processes of the Society which include procurement, receipts, payment, fixed assets management, financial reporting, authorisation matrix and grant management.

The Chief Executive and finance team hold monthly financial review meetings with the Treasurer. The Treasurer keeps the Board updated on SOS financial performance at every board meeting.

I. PERSONAL DATA PROTECTION ACT (PDPA)

SOS has established rules to govern the collection, use, disclosure, and care of personal data. SOS recognises the rights of individuals to protect their personal data, including rights of access and correction. The appointed Data Protection Officer frequently reviews the operation process to ensure compliance and data integrity is not compromised.

J. CONFLICT OF INTEREST POLICY

There are documented procedures for all members of the Board, Committee, and staff to declare actual or potential conflict of interests to the Board and/or management. All board and committee members are required to declare conflict of interest to the Society at the start of the term, annually, or as soon as such conflict or the possibility of such conflict arises. All staff are required to declare conflict of interest at the point of hire and annually. When a conflict of interest situation arises, full disclosure must be made, and the person concerned must abstain from any discussion and voting on the matter.

K. RESERVE POLICY

The Society's accumulated reserves are made up of unrestricted and restricted funds. The purpose of the reserves is to provide long-term sustainability and ensure sufficient resources to support the continued development of the Society's activities. The Board reviews the adequacy of the reserves periodically.

The Society aims to maintain a reserve of two years of operating expenditure. The reserve ratio as of 31 March 2022 is 1.52.

Reserves are invested in Singapore dollars fixed deposits with financial institutions in accordance with the investment policy as approved by the Board.

L. PUBLIC IMAGE

SOS portrays its brand and image to its members, donors, and the public and has a documented Corporate Communication policy on how each medium of communication is to be used and how stakeholders are to be engaged.

A summary of the media coverage on SOS is incorporated into the report that is submitted to the Board at every board meeting.

M. WHISTLE-BLOWING POLICY

SOS has in place a whistle-blowing policy to address concerns about actual or possible wrong-doing or improprieties relating to fraud, controls, ethics, and any other matters within the Society without fear of reprisals in any form.

For more information on SOS's Whistle blowing policy and its reporting and handling process, you may refer to our website <https://www.sos.org.sg/about/whistle-blowing-policy>.

SOS also has a performance appraisal and staff development system, where staff are recognised for their performance.

N. ANNUAL GENERAL MEETING

The Annual General Meeting of the Society is held in July each year and within six months after the end of the financial year, which ends on 31 March. All necessary documents such as Annual Returns and audited financial statements are filed with Registry of Societies ("ROS") and the Commissioner of Charities as well as disclosed on the Charity Portal timely, within six months of the financial year end.





CODE OF GOVERNANCE

Governance Evaluation Checklist for SOS

1 April 2021 to 31 March 2022 (Enhanced Tier)

S/NO.	Code Description	Code ID	Compliance
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	NA
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	NA
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (Skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resource and Volunteer Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied



S/NO.	Code Description	Code ID	Compliance
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management & Internal Controls			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
24	The charity discloses in its annual report: a) the number of Board meetings in the financial year; and b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are Board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
25	No governing board member is involved in setting his own remuneration.	2.2	NA
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.	8.3	Complied
	OR The charity discloses that no governing board member is remunerated.		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes



S/NO.	Code Description	Code ID	Compliance
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report: 1. The total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and 2. Whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The Charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied Complied
29	The charity discloses that there is no paid staff, being a close member of the family to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

FINANCIAL STATEMENTS



31 March 2022

SAMARITANS OF SINGAPORE

(Unique Entity Number: S69SS0047D)

Institution of a Public Character Number: 000468

STATEMENT BY BOARD OF MANAGEMENT

For the year ended 31 March 2022

The Board of Management present their statement to the members together with the audited financial statements of Samaritans of Singapore (the "Society") for the financial year ended 31 March 2022.

In the opinion of the Board of Management,

a) the accompany financial statements of the Society are drawn up so as to present fairly, in all material respects, the state of affairs of the Society as at 31 March 2022 and the results, changes in funds and cash flows of the Society for the reporting year ended on that date; and

b) at the date of this statement there are reasonable ground to believe the Society will be able to pay its debts as and when they fall due.

The Board of Management approved and authorised these financial statements for issue.

On behalf of the Board of Management,



Ms Lee Sook Fung
Chairman



Ms Sharon Siah Chek Hoon
Honorary Treasurer

Singapore
9 May 2022



INDEPENDENT AUDITOR'S REPORT

To the Members of Samaritans of Singapore

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Samaritans of Singapore (the "Society"), which comprise the statement of financial position as at 31 March 2022, and the statement of financial activities, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (SFRSs) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 March 2022 and the results, changes in funds and cash flows of the Society for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

To the Members of Samaritans of Singapore

Responsibilities of Management and Board of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and SFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

The Board of Management are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT

To the Members of Samaritans of Singapore

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion:

- The accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- The fund-raising appeals held during the reporting year have been carried out in accordance with regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- The Society has not used the donation moneys in accordance with its objectives as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- The Society has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



P G Wee Partnership LLP

Public Accountants and
Chartered Accountants
Singapore

9 May 2022



STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ending 31 March 2022

	Note	Unrestricted Fund \$	Restricted Fund \$	Total 2022 \$	Total 2021 \$
INCOME					
Funding					
-NCSS-ComChest		-	2,539,491	2,539,491	2,448,577
-Tote Board		-	673,942	673,942	203,843
Other grants	5	562,054	431,948	994,002	1,001,467
Donations	6	1,035,665	63,098	1,098,763	811,011
Training income		180,557	-	180,557	51,970
Interest income		23,612	-	23,612	25,585
Wage credit income	7	138,100	12,217	150,317	579,404
Amortisation of capital grant		61	124	185	715
Amortisation of deferred capital donations		-	-	-	6,492
Other income		26,743	21,924	48,667	10,436
Total income		1,966,792	3,742,744	5,709,536	5,139,500
LESS: EXPENDITURE					
Manpower expenses	8	871,261	3,186,290	4,057,551	2,838,648
Volunteer expenses		4,015	45,315	49,330	31,281
Professional expenses		68,816	51,087	119,903	181,257
Premises expense		16,227	57,216	73,443	74,252
IT and equipment expense		2,378	103,394	105,772	16,271
Communication expense		3,731	26,054	29,785	93,264
Training expenses		13,245	-	13,245	-
Publicity and education expenses		33,034	190,297	223,331	119,169
Fund raising and related expenses		170,176	-	170,176	82,620
Fund raising expense – prior years		-	-	-	57,469
Sponsorship/donation-in-kind		-	-	-	25,409
Administrative expenses		17,017	55,571	72,588	36,349
Depreciation of plant and equipment	11	10,879	126,608	137,487	65,567
Depreciation of right-of-use assets	12	8,769	22,122	30,891	18,897
Finance costs	9	449	1,489	1,938	1,462
Total expenditure		1,219,997	3,865,443	5,085,440	3,641,915
Surplus (Deficit) for the year		746,795	(122,699)	624,096	1,497,585

The accompanying notes form an integral part of these financial statements.



STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

	Note	2022	2021
		\$	\$
ASSETS			
Non-current assets			
Plant and equipment	11	1,161,730	326,724
Right-of-use assets	12	171,966	19,953
		<u>1,333,696</u>	<u>346,677</u>
Current assets			
Trade and other receivables	13	57,369	117,255
Deposits and prepayments	14	33,642	24,264
Cash and cash equivalents	15	7,555,925	7,050,311
		<u>7,646,936</u>	<u>7,191,830</u>
Total assets		<u>8,980,632</u>	<u>7,538,507</u>
Non-current liabilities			
Lease liabilities	12	81,518	9,430
Reinstatement cost		50,000	-
		<u>131,518</u>	<u>9,430</u>
Current liabilities			
Trade and other payables	16	1,065,945	409,098
Contract liabilities	17	5,910	2,175
Lease liabilities	12	46,785	11,241
		<u>1,118,640</u>	<u>422,514</u>
Total liabilities		<u>1,250,158</u>	<u>431,944</u>
Net assets		<u>7,730,474</u>	<u>7,106,563</u>
FUNDS			
Unrestricted funds			
Accumulated funds	18	2,384,181	1,637,386
		<u>2,384,181</u>	<u>1,637,386</u>
Restricted funds			
Main Programme Reserves	19	2,877,102	3,070,996
LOSS Fund	19	1,275,427	1,389,184
CareText Fund	19	151,337	-
Anthony Yeo Memorial Fund	19	86,026	88,806
V Sellapan Family Fund	19	142,761	149,960
Healing Bridge Fund	19	27,164	28,064
Other Restricted Funds	19A	786,476	742,167
		<u>5,346,293</u>	<u>5,469,177</u>
Total funds		<u>7,730,474</u>	<u>7,106,563</u>

The accompanying notes form an integral part of these financial statements.



STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 March 2022

	Unrestricted Funds		Restricted Funds						Total
	Accumulated Funds	Main Programme Reserves	LOSS Fund	CareText Fund	Anthony Yeo Memorial Fund	V Sellapan Family Fund	Healing Bridge Fund	Other Restricted Funds	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance at 1 April 2021	1,637,386	3,070,996	1,389,184	-	88,806	149,960	28,064	742,167	7,106,563
Amortisation of fund	-	-	-	-	-	-	-	(185)	(185)
Surplus (Deficit) for the year	746,795	(193,894)	(113,757)	151,337	(2,780)	(7,199)	(900)	44,494	624,096
Closing balance at 31 March 2022	<u>2,384,181</u>	<u>2,877,102</u>	<u>1,275,427</u>	<u>151,337</u>	<u>86,026</u>	<u>142,761</u>	<u>27,164</u>	<u>786,476</u>	<u>7,730,474</u>
Opening balance at 1 April 2020	349,406	2,875,309	1,454,425	-	101,292	149,977	28,102	657,674	5,616,185
Amortisation of fund	-	-	-	-	-	-	-	(7,207)	(7,207)
Surplus (Deficit) for the year	1,287,980	195,687	(65,241)	-	(12,486)	(17)	(38)	91,700	1,497,585
Closing balance at 31 March 2021	<u>1,637,386</u>	<u>3,070,996</u>	<u>1,389,184</u>	<u>-</u>	<u>88,806</u>	<u>149,960</u>	<u>28,064</u>	<u>742,167</u>	<u>7,106,563</u>

The accompanying notes form an integral part of these financial statements.



STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2022

	Note	2022 \$	2021 \$
Cash flows from operating activities			
Net surplus/(deficit) for the year		624,096	1,497,585
Adjustments for:			
Amortisation of capital grants		(185)	(715)
Amortisation of deferred capital donations		-	(6,492)
Depreciation of plant and equipment	11	137,487	65,567
Depreciation of right-of-use assets	12	30,891	18,897
Interest income		(23,612)	(25,585)
Interest expense on lease liabilities	12	1,938	1,462
Transfer to Restricted Cash		(10,000)	-
Surplus before working capital changes		<u>760,615</u>	<u>1,550,719</u>
Changes in working capital:			
Decrease/(increase) in trade and other receivables		59,886	(103,519)
Decrease/(increase) in deposits and prepayments		(9,378)	57,595
Increase/(decrease) in contract liabilities		3,735	2,175
Increase/(decrease) in trade and other payables		656,847	260,078
Net cash flows from (used in) operating activities		<u>1,471,705</u>	<u>1,767,048</u>
Cash flows from investing activities			
Purchase of plant and equipment		(972,493)	(289,260)
Interest received		23,612	25,585
Net cash flows from (used in) investing activities		<u>(948,881)</u>	<u>(263,675)</u>
Cash flows from financing activities			
Interest paid		(1,938)	(1,462)
Lease liabilities principal portion paid		(25,272)	(18,798)
Net cash flows from (used in) financing activities		<u>(27,210)</u>	<u>(20,260)</u>
Net increase (decrease) in cash and cash equivalents		495,614	1,483,113
Cash and cash equivalents at beginning of year		7,050,311	5,567,198
Cash and cash equivalents at end of year	15	<u>7,545,925</u>	<u>7,050,311</u>



NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

1. General

Samaritans of Singapore (“the Society”) was registered with the Registry of Societies on 29 July 1969 and with the Commissioner of Charities on 26 September 1983. The Society was granted for an Institution of Public Character (IPC) status from 1 April 2022 to 31 December 2024.

The registered office and the principal place of the operation of the Society is located at Block 10 Cantonment Close #01-01 Multi Storey Car Park Singapore 080010.

The Society has a vision “to be the premier organisation in suicide prevention” and its mission is “to be an available lifeline to anyone in crisis.” Through a range of comprehensive services, the Society is committed to providing emotional support to those who are in a crisis, thinking of suicide, or affected by suicide.

To achieve its mission and vision, the Society has grown from being a 24-hour hotline to a nationally recognised Social Service Agency (SSA) with a range of comprehensive services such as Specialist Counselling, Crisis Support, 24-hour text messaging services, Case Consultation, Care Mail services, Training for professionals and the community, dedicated support group programme for suicide survivors (Healing Bridge), as well as Community Outreach to raise awareness and vigilance in suicide prevention.

Basis of preparation

The financial statements of the Society have been prepared in accordance with the Singapore Financial Reporting Standards (“SFRS”). The financial statements have been prepared on the historical cost convention except as disclosed, where appropriate, in the accounting policies below.

The financial statements are presented in Singapore Dollar (“SGD”), which is the Society’s functional and presentation currency. All financial information presented in Singapore Dollars has been rounded to the nearest dollar, unless otherwise indicated.

The preparation of financial statements in conformity with SFRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Society has adopted all the new and revised standards and interpretations of FRS (“INT FRS”) that are effective for annual periods beginning on or after 1 April 2021. The adoption of these standards did not have any material effect on the financial performance or position of the Society.

2. Significant accounting policies and other explanatory information

2A. Significant Accounting Policies

Revenue Recognition

Revenue is measured based on the consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Society satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.



- (i) **Rendering of Services**

Revenue generated from social activities and training programmes are recognised when the services have been performed and rendered.
- (ii) **Donation**

General donations are recognised at a point in time when the receipts are obtained and under the control of the Society.
- (iii) **Sponsorship and Donations-in-Kind**

Non-monetary sponsorship and donations-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.
- (iv) **Events Income**

Revenue from special events are recognised when the event takes place.
- (v) **Grant and Subsidy**

Government grants are recognised at a point in time when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to the statement of financial activities over the expected useful life of the relevant asset by equal annual instalments. A government grant and subsidy, that becomes receivables as compensation for expenses or losses already incurred, is recognised as income in income and expenditure in the period in which it becomes receivables.

Grant and/or subsidy as deferred capital grants is recognised in income and expenditure on a systematic basis over the useful life of the asset.
- (vi) **Interest Income**

Interest income is recognised on an accrual basis.
- (vii) **Fund Raising Projects**

Income from fund raising projects are recognised as and when received. If income is received for a specific fund-raising project and the project has not yet occurred, the income received will be deferred as a liability until the project has been conducted.

Resources Expended and Basis of Allocation Costs

All expenditure is accounted for on an accrual basis and has been classified under headings that aggregate all costs related to that activity. Cost comprises direct expenditure including direct staff costs attributable to the activity. Where costs cannot be wholly attributable to an activity, they have been apportioned on a basis consistent with the use of resources.

Retirement Benefit Costs

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. Contributions made to government managed retirement benefit plan such as the Central Provident Fund ("CPF") which specifies the employer's obligations are dealt with as defined contribution retirement benefit plans.

Employee Leave Entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the statement of financial position.

Leases

The Society assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(i) *As a lessee*

The Society applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Society recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

(ii) *Right-of-use assets*

The Society recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Leasehold building	- 3 to 6 years
Office equipment	- 5 years

If ownership of the leased asset transfers to the Society at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

The Society's right-of-use assets are presented within Note 12 to the financial statements.

(iii) *Lease liabilities*

At the commencement date of the lease, the Society recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Society and payments of penalties for terminating the lease, if the lease term reflects the Society exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Society uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Society's lease liabilities are disclosed in Note 12.

(iv) *Short-term leases and leases of low-value assets*

The Society applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

Income Taxes

As an approved charity under Charities Act, Cap 37, the Society is exempted from income tax under section 13U(1) of the Income Tax Act, Cap 134.



Plant and Equipment

Plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

Furniture and fittings	- 5 years
Office equipment	- 3 to 5 years
Computer	- 3 to 5 years
Renovation	- 6 years

The residual values, estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at end of each reporting year. The effects of any revision are recognised in the statement of financial activities when the changes arise.

Fully depreciated assets are retained in the accounts until they are no longer in use.

On disposal of an item of plant and equipment, the difference between the net disposal proceeds and its carrying amount is recognised in the statement of financial activities.

Impairment of Non-Financial Assets

The Society assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment assessment for an asset is required, the Society makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent to those from other assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in the statement of financial activities.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss be recognised previously. Such reversal is recognised in the statement of financial activities.

Financial Assets

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Society measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the statement of financial activities.

Trade receivables are measured at the amount of consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in the statement of financial activities.



Investments in debt instruments

Debt instruments of the Society mainly comprise of cash and bank deposits and trade and other receivables.

Subsequent measurement of debt instruments depends on the Society's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, FVOCI and FVPL. The Society only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of financial activities when the assets are derecognised or impaired, and through the amortisation process.

Impairment of Financial Assets

The Society assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost.

For trade receivable, the Society applied the simplified approach permitted by the SFRS 109, which requires expected lifetime losses to be recognised from initial recognition of the Receivables.

The general 3 stage approach is applied for cash and bank deposit. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

Cash and Cash Equivalents

This includes cash and bank balances and fixed deposits with financial institutions.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash on hand and deposits in banks and excludes fixed deposits pledged to banks for banking facilities.

Financial Liabilities

Financial liabilities are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of the consideration received plus, in the case of a financial liability not at fair value through the statement of financial activities, directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Gains and losses are recognised in the statement of financial activities when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is extinguished.

Provisions

A provision is recognised when there is a present obligation (legal and constructive) as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting year and adjusted to reflect the current best estimate.



2B. Other Explanatory Information

Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which management retains full control use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense unless impractical to do so.

2C. Critical Judgements, Assumptions and Estimation Uncertainties

The preparation of the Society's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Determination of Lease Term of Contracts with Extension Options

The Society determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Society has lease contracts that include extension options. The Society applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to extend the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the extension. After the commencement date, the Society reassesses the lease term whether there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend (e.g. construction of significant leasehold improvements or significant customisation to the leased asset).

As at 31 March 2022, potential future (undiscounted) cash outflows of approximately \$81,123 have not been included in lease liabilities because it is not reasonably certain that the leases will be extended.

Useful lives of Property, Plant and Equipment

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 6 years. The carrying amount of the Society's plant and equipment at 31 March 2022 are disclosed in note 11 to the financial statements. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Expected Credit Losses on Trade Receivables

Expected credit losses (ECLs) are probability-weighted estimates of credit losses over the life of a financial instrument. In estimating ECLs to determine the probability of default of its debtors, the Society has used historical information, such as past credit loss experience. Where applicable, historical data are adjusted to reflect the effects of current conditions as well as management's assessment of future economic conditions based on observable market information, which involved significant estimates and judgement.

As at the statement of financial position, the Society does not have any trade receivables that are subject to ECLs.



3. Related Party Relationships and Transactions

A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the board of management members, members of committees and key management of the Society. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significantly voting power in such entity resides with, directly or indirectly, any such individual.

All board of management members, members of committees and staff members of the Society are required to make declaration and full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

The members of the board of management and committees are volunteers and receive no monetary remuneration for their contribution.

None of the paid staff are close members of the family of the Chief Executive or board of management members.

3.1 Key management compensation

	2022	2021
	\$	\$
Salaries and short-term employee benefits	831,808	605,932
Number of key management personnel	5	4

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Society, directly or indirectly. The Chief Executive and senior management team are considered key management personnel of the Society.

None of the key management personnel serve on the Board of Management of the Society.

The annual remuneration (comprise of basic salary, bonuses, allowances and employer’s contributions to Central Provident Fund) of the top 3 highest paid staff of the Society classified by remuneration bands are as follows:-

	2022	2021
	\$	\$
Remuneration bands		
\$300,001 to \$400,000	1	-
\$200,001 to \$300,000	2	1
\$100,000 to \$200,000	-	2

4. Tax-exempt receipts

The Society enjoys a concessionary tax treatment whereby qualified donors are granted 2.5 times tax deduction for the donations made to the Society.

	2022	2021
	\$	\$
Tax-exempt receipts issued for donations collected	737,321	659,935

**5. Other grants**

	2022	2021
	\$	\$
Bicentennial Community fund	-	400,000
Care & Share matching grant	-	136,312
ChatSafe grant	75,000	175,000
COVID-19 emergency fund	-	6,000
Enhanced fund-raising grant	511,088	47,770
Enhanced volunteer management	74,059	43,739
Invictus fund	20,000	80,000
President's Challenge 2020	200,000	-
SHARE as One Grant	10,000	-
Telecom subsidy	2,100	29,920
The Courage Fund	6,000	-
The Majority grant	50,000	30,000
Training grant	4,418	19,984
VCF funding	41,337	32,742
	<u>994,002</u>	<u>1,001,467</u>

6. Donations

	2022	2021
	\$	\$
General donations	414,411	492,849
Donations & Income from fund raising events	630,540	291,694
	<u>1,044,951</u>	<u>784,543</u>
Sponsorship/Donations-in-kind	53,812	26,468
	<u>1,098,763</u>	<u>811,011</u>

7. Wage credit income

	2022	2021
	\$	\$
Job Support Scheme	-	478,116
Job Growth Incentive	85,793	48,958
Wage Credit Scheme	50,717	46,494
Others	13,807	5,836
	<u>150,317</u>	<u>579,404</u>

The above amount included grant receivables from the Government (Note 13).

**8. Manpower expenses**

	2022	2021
	\$	\$
Salaries	2,783,928	2,107,347
Bonuses	643,227	265,492
Contributions to defined contribution plan	451,605	315,146
Foreign worker levy	7,920	6,600
Other staff benefit expenses	119,614	107,122
Training	51,257	36,941
	<u>4,057,551</u>	<u>2,838,648</u>

9. Finance costs

	2022	2021
	\$	\$
Interest on lease liabilities (note 12)	<u>1,938</u>	<u>1,462</u>

10. Income tax

The Society is approved as an Institution of a Public Character ("IPC") under the provisions of the Income Tax Act. The Society's income is exempted from income tax under Section 13 (1) (zm) of the Singapore Income Tax Act, Chapter 134.

11. Plant and equipment

	Computer	Furniture and Fittings	Office Equipment	Renovation	Renovation in Progress	Total
	\$	\$	\$	\$	\$	\$
Cost						
At 1 April 2020	40,993	162,354	738,306	-	-	941,653
Additions	269,076	7,332	7,555	-	5,297	289,260
Disposals	-	-	(445,871)	-	-	(445,871)
At 31 March 2021 and 1 April 2021	310,069	169,686	299,990	-	5,297	785,042
Additions	159,231	4,279	63,246	745,737	-	972,493
Reclassification	-	-	-	5,297	(5,297)	-
Disposals	-	(122,747)	(66,774)	-	-	(189,521)
At 31 March 2022	<u>469,300</u>	<u>51,218</u>	<u>296,462</u>	<u>751,034</u>	<u>-</u>	<u>1,568,014</u>

**11. Plant and equipment (continued)**

	Computer	Furniture and Fittings	Office Equipment	Renovation	Renovation in Progress	Total
	\$	\$	\$	\$	\$	\$
Accumulated depreciation						
At 1 April 2020	-	162,015	676,607	-	-	838,622
Depreciation for year	32,676	920	31,971	-	-	65,567
Disposals	-	-	(445,871)	-	-	(445,871)
At 31 March 2021 and 1 April 2021	32,676	162,935	262,707	-	-	458,318
Depreciation for year	73,625	1,726	24,266	37,870	-	137,487
Disposals	-	(122,747)	(66,774)	-	-	(189,521)
At 31 March 2022	106,301	41,914	220,199	37,870	-	406,284
Net carrying amount						
At 31 March 2022	362,999	9,304	76,263	713,164	-	1,161,730
At 31 March 2021	277,393	6,751	37,283	-	5,297	326,724

12. Leases*Society as a lessee*

The Society has lease contracts for office space and office equipment. The Society's obligations under these leases are secured by the lessor's title to the leased assets. The Society is restricted from assigning and subleasing the leased assets.

The Society also has certain leases of equipment with low value and lease terms of 12 months or less. The Society applies the "short-term lease" and "lease of low-value assets" recognition exemptions for these leases.

(a) Carrying amounts of right-of-use assets

	Leasehold Buildings	Office Equipment	Total
	\$	\$	\$
At 1 April 2020	23,733	15,117	38,850
Depreciation	(15,822)	(3,075)	(18,897)
At 31 March 2021 and 1 April 2021	7,911	12,042	19,953
Addition	172,331	10,573	182,904
Depreciation	(27,640)	(3,251)	(30,891)
At 31 March 2022	152,602	19,364	171,966

**12. Leases (continued)**

(b) Lease Liabilities

	2022	2021
	\$	\$
At beginning of year	20,671	39,469
Addition	132,904	-
Accretion of interest (note 9)	1,938	1,462
Lease payments	<u>(27,210)</u>	<u>(20,260)</u>
At end of year	<u>128,303</u>	<u>20,671</u>
Current liabilities	46,785	11,241
Non-current liabilities	<u>81,518</u>	<u>9,430</u>
	<u>128,303</u>	<u>20,671</u>

The maturity analysis of lease liabilities is disclosed in Note 23.

(c) Amounts recognised in statement of comprehensive income

	2022	2021
	\$	\$
Depreciation expense of right-of-use assets	30,891	18,897
Interest expense on lease liabilities (note 9)	1,938	1,462
Lease expense not capitalised in lease liabilities:		
- Expense relating to short-term leases	<u>8,106</u>	<u>-</u>
	<u>40,935</u>	<u>20,359</u>

(d) Total cash outflows

The Society had total cash outflows for lease of \$35,316 (2021: \$20,260).

A reconciliation of liabilities arising from the Society's financing activities is as follows:

	1 April 2021	Cash flows	Addition	Accretion of interest	Others	31 March 2022
	\$	\$	\$	\$	\$	\$
Lease Liabilities						
- Current	11,241	(27,210)	132,904	1,938	(72,088)	46,785
- Non-current	<u>9,430</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>72,088</u>	<u>81,518</u>
	<u>20,671</u>	<u>(27,210)</u>	<u>132,904</u>	<u>1,938</u>	<u>-</u>	<u>128,303</u>

**12. Leases (continued)**

	1 April 2020	Cash flows	Addition	Accretion of interest	Others	31 March 2021
	\$	\$	\$	\$	\$	\$
Lease Liabilities						
- Current	20,670	(20,260)	-	1,462	9,369	11,241
- Non-current	18,799	-	-	-	(9,369)	9,430
	<u>39,469</u>	<u>(20,260)</u>	<u>-</u>	<u>1,462</u>	<u>-</u>	<u>20,671</u>

The "Others" column relates to reclassification of non-current and current portion of lease liabilities.

(e) Extension options

The Society has lease contract that include extension options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Society's operation needs. Management exercises significant judgement in determining whether these extension options are reasonably certain to be exercised (Note 2C).

13. Trade and Other Receivables

	2022	2021
	\$	\$
Grant receivables (a)	25,928	87,281
Trade receivables	10,830	12,825
Interest receivables	12,181	7,825
Donation receivables	-	4,654
Other receivables	8,430	4,670
	<u>57,369</u>	<u>117,255</u>

Trade receivables are non-interest bearing and are generally ranging from 7 to 30 days credit terms.

(a) Included in grants receivables are Job Growth Incentive (JGI) and Jobs Support Scheme (JSS) receivables from IRAS; and training support grant from NCSS.

14. Deposits and prepayments

	2022	2021
	\$	\$
Prepayments	26,366	16,142
Deposits paid	7,276	8,122
	<u>33,642</u>	<u>24,264</u>

**15. Cash and Cash Equivalents**

	2022	2021
	\$	\$
Cash and Bank balances	1,818,762	2,709,242
Fixed deposits	5,737,163	4,341,069
	7,555,925	7,050,311
Fixed deposit pledged (a)	(10,000)	-
Cash and cash equivalents at end of year	7,545,925	7,050,311

(a) Fixed deposit pledged to a bank for corporate credit card application. It has no interest earning.

Except for the \$10,000 (2021: \$nil) fixed deposit pledged to a bank, all other fixed deposits are bearing interest and earn interest at rate between 0.29% and 0.75% (2021: 0.29% and 0.75%) per annum and mature with varying dates within 2 to 11 months (2021: 3 to 12 months) from the financial year end.

16. Trade and other payables

	2022	2021
	\$	\$
Trade payables	110,088	65,420
Other payables	547,656	59,140
Donation received in advance (a)	13,000	36,990
Accrued operating expenses	395,201	247,548
	1,065,945	409,098

(a) Donation received in advance refers to solicited donation received in advance for events to be held in the next financial year.

17. Contract liabilities

Contract liabilities represents amount of consideration received from customer in advance. Contract liabilities are recognised as revenue as (or when) the Society satisfy the performance obligations under its contracts.

The following table provides information about contract liabilities from contracts with customers:

	2022	2021
	\$	\$
Advance receipt for training fee	5,910	2,175

**18. Unrestricted Funds – Accumulated Funds**

	2022	2021
	\$	\$
Balance at 1 April	1,637,386	349,406
Add: Income		
Other grants	562,054	644,824
Donations	1,035,665	805,786
Training income	180,557	51,970
Interest income	23,612	25,585
Wage credit income	138,100	577,517
Amortisation of capital grant	61	181
Amortisation of deferred capital donations	-	1,771
Other income	26,743	9,045
	<u>1,966,792</u>	<u>2,116,679</u>
Less: Expenditure		
Manpower expenses	(871,261)	(520,697)
Volunteer expenses	(4,015)	(1,001)
Professional expenses	(68,816)	(83,563)
Premises expense	(16,227)	(11,580)
IT and equipment expense	(2,378)	(2,229)
Communication expense	(3,731)	(16,546)
Training expense	(13,245)	-
Publicity and education expenses	(33,034)	(6,274)
Fund raising and related expenses	(170,176)	(82,620)
Fund raising expense – prior years	-	(57,469)
Sponsorship/donation-in-kind	-	(25,409)
Administrative expenses	(17,017)	(5,899)
Depreciation of plant and equipment	(10,879)	(8,987)
Depreciation of right-of-use assets	(8,769)	(5,984)
Finance costs	(449)	(441)
	<u>(1,219,997)</u>	<u>(828,699)</u>
Surplus for the year	746,795	1,287,980
Balance at 31 March	<u>2,384,181</u>	<u>1,637,386</u>



19. Restricted Funds

	Main Programme Reserves	LOSS Fund	CareText Fund	Anthony Yeo Memorial Fund	V Sellapan Family Fund	Healing Bridge Fund	Other Restricted Funds	Total
	(i)	(ii)	(iii)	(iv)	(v)	(vi)	(Note 19A)	
	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 April 2021	3,070,996	1,389,184	-	88,806	149,960	28,064	742,167	5,469,177
Income								
Funding								
-NCSS-ComChest	2,539,491	-	-	-	-	-	-	2,539,491
-Tote Board	-	205,423	468,519	-	-	-	-	673,942
Other grants	12,889	-	-	-	-	-	419,059	431,948
Donations	-	266	50,000	-	-	-	12,832	63,098
Wage credit income	12,217	-	-	-	-	-	-	12,217
Amortisation of capital grant	112	12	-	-	-	-	-	124
Other income	17,034	-	930	-	-	-	3,960	21,924
	<u>2,581,743</u>	<u>205,701</u>	<u>519,449</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>435,851</u>	<u>3,742,744</u>
Expenditure								
Manpower expenses	(2,388,686)	(290,158)	(320,787)	(2,780)	-	-	(183,879)	(3,186,290)
Volunteer expenses	(30,030)	(383)	(1,386)	-	-	-	(13,516)	(45,315)
Professional expenses	(33,411)	(1,878)	(14,398)	-	-	-	(1,400)	(51,087)
Premises expense	(40,504)	(6,972)	(9,740)	-	-	-	-	(57,216)
IT and equipment expense	(89,437)	(1,755)	(3,732)	-	-	-	(8,470)	(103,394)
Communication expense	(24,020)	(511)	(1,243)	-	-	-	(280)	(26,054)
Publicity and education expenses	(52,443)	(674)	(2,104)	-	(7,199)	-	(127,877)	(190,297)
Administrative expenses	(39,131)	(7,384)	(7,769)	-	-	(900)	(387)	(55,571)
Depreciation of plant and equipment	(60,973)	(7,984)	(2,103)	-	-	-	(55,548)	(126,608)
Depreciation of right-of-use assets	(15,975)	(1,646)	(4,501)	-	-	-	-	(22,122)
Finance costs	(1,027)	(113)	(349)	-	-	-	-	(1,489)
Total expenditure	<u>(2,775,637)</u>	<u>(319,458)</u>	<u>(368,112)</u>	<u>(2,780)</u>	<u>(7,199)</u>	<u>(900)</u>	<u>(391,357)</u>	<u>(3,865,443)</u>
Surplus/(deficit)	(193,894)	(113,757)	151,337	(2,780)	(7,199)	(900)	44,494	(122,699)
Amortisation of fund	-	-	-	-	-	-	(185)	(185)
Balance at 31 March 2022	2,877,102	1,275,427	151,337	86,026	142,761	27,164	786,476	5,346,293



19. Restricted Funds (continued)

	Main Programme Reserve	LOSS Fund	Anthony Yeo Memorial Fund	V Sellapan Family Fund	Healing Bridge Fund	Other Restricted Funds	Total
	(i)	(ii)	(iv)	(v)	(vi)	(Note 19A)	
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 April 2020	2,875,309	1,454,425	101,292	149,977	28,102	657,674	5,266,779
Income							
Funding							
-NCCS-ComChest	2,448,577	-	-	-	-	-	2,448,577
-Tote Board	-	203,843	-	-	-	-	203,843
Other grants	21,905	-	-	-	-	328,739	350,644
Donations	-	5,225	-	-	-	-	5,225
Wage credit income	1,887	-	-	-	-	-	1,887
Amortisation of capital grant	473	61	-	-	-	-	534
Amortisation of Deferred Capital Donations	4,104	617	-	-	-	-	4,721
Other income	1,391	-	-	-	-	-	1,391
Total income	2,478,337	209,746	-	-	-	328,739	3,016,822
Expenditure							
Manpower expenses	(2,021,123)	(242,912)	(12,353)	-	-	(41,563)	(2,317,951)
Volunteer expenses	(3,301)	(149)	-	-	-	(26,830)	(30,280)
Professional expenses	(40,623)	(4,541)	(30)	-	-	(52,500)	(97,694)
Premises expense	(33,380)	(4,172)	-	-	-	(19,141)	(56,693)
IT and equipment expense	(9,702)	(800)	-	-	-	(3,540)	(14,042)
Communication expense	(66,630)	(5,973)	-	-	-	(4,115)	(76,718)
Publicity and education expenses	(32,393)	(6,654)	-	-	-	(73,848)	(112,895)
Administrative expenses	(18,060)	(5,467)	(103)	(17)	(38)	(6,745)	(30,430)
Depreciation of plant and equipment	(45,052)	(2,771)	-	-	-	(8,757)	(56,580)
Depreciation of right-of-use assets	(11,478)	(1,435)	-	-	-	-	(12,913)
Finance costs	(908)	(113)	-	-	-	-	(1,021)
Total expenditure	(2,282,650)	(274,987)	(12,486)	(17)	(38)	(237,039)	(2,807,217)
Surplus/(deficit)	195,687	(65,241)	(12,486)	(17)	(38)	91,700	209,605
Amortisation of fund	-	-	-	-	-	(7,207)	(7,207)
Balance at 31 March 2021	3,070,996	1,389,184	88,806	149,960	28,064	742,167	5,469,177

**19. Restricted Funds (continued)****19A. Other Restricted Funds**

	Accumulated Fund – Research	Capital Grant Fund	Enhanced Volunteer Manager	IT Fund	Invictus Fund	Office Relocation Fund
	(vii)	(viii)	(ix)	(x)	(xi)	(xii)
	\$	\$	\$	\$	\$	\$
Balance at 1 April 2021	114,130	185	3,580	113,171	42,708	161,406
Income						
Other grants	-	-	74,059	-	20,000	-
Donations and sponsorships	-	-	-	12,832	-	-
Other income	-	-	-	-	-	-
Total income	-	-	74,059	12,832	20,000	-
Expenditure						
Manpower expenses	(362)	-	(128,095)	-	-	-
Volunteer expenses	-	-	-	-	-	-
Professional expenses	(1,400)	-	-	-	-	-
IT and equipment expense	-	-	-	(2,106)	-	-
Communication expense	-	-	(240)	-	-	-
Publicity and education expenses	-	-	-	-	-	-
Administrative expenses	(39)	-	(49)	-	-	-
Depreciation of plant and equipment	-	-	-	(6,875)	(20,932)	(11,209)
Total expenditure	(1,801)	-	(128,384)	(8,981)	(20,932)	(11,209)
Surplus/(deficit)	(1,801)	-	(54,325)	3,851	(932)	(11,209)
Amortisation of fund	-	(185)	-	-	-	-
Balance at 31 March 2022	112,329	-	(50,745)	117,022	41,776	150,197



Chatsafe Fund	The Majority Fund	Training Centre Fund	Volunteers Development and Management Fund	Transformation Support Scheme	President's Challenge 2020	Total
(xiii)	(xiv)	(xv)	(xvi)	(xvii)	(xviii)	
\$	\$	\$	\$	\$	\$	\$
101,152	30,000	165,683	10,152	-	-	742,167
75,000	50,000	-	-	-	200,000	419,059
-	-	-	-	-	-	12,832
-	-	-	3,960	-	-	3,960
75,000	50,000	-	3,960	-	200,000	435,851
-	-	-	(257)	(55,165)	-	(183,879)
-	-	-	(13,516)	-	-	(13,516)
-	-	-	-	-	-	(1,400)
-	(6,364)	-	-	-	-	(8,470)
-	-	-	(40)	-	-	(280)
(127,877)	-	-	-	-	-	(127,877)
-	-	-	(299)	-	-	(387)
-	(1,775)	(9,201)	-	-	(5,556)	(55,548)
(127,877)	(8,139)	(9,201)	(14,112)	(55,165)	(5,556)	(391,357)
(52,877)	41,861	(9,201)	(10,152)	(55,165)	194,444	44,494
-	-	-	-	-	-	(185)
48,275	71,861	156,482	-	(55,165)	194,444	786,476

**19. Restricted Funds (continued)****19A. Other Restricted Funds (continued)**

	Accumulated Fund – Research	Capital Grant Fund	Enhanced Volunteer Manager	IT Fund	Invictus Fund	Office Relocation Fund	Chat
	(vii)	(viii)	(ix)	(x)	(xi)	(xii)	
	\$	\$	\$	\$	\$	\$	
Balance at 1 April 2020	114,130	900	-	156,968	-	176,147	
Income							
Other grants	-	-	43,739	-	80,000	-	
Total income	-	-	43,739	-	80,000	-	
Expenditure							
Manpower expense	-	-	(40,159)	-	(1,404)	-	
Volunteer expenses	-	-	-	-	-	-	
Professional expenses	-	-	-	(40,000)	-	(12,500)	
Premise expenses	-	-	-	(192)	(18,949)	-	
IT and equipment expense	-	-	-	(3,213)	(327)	-	
Communication expense	-	-	-	-	(4,115)	-	
Publicity and education expenses	-	-	-	-	-	-	
Administrative expenses	-	-	-	(392)	(3,740)	(2,241)	
Depreciation of plant and equipment	-	-	-	-	(8,757)	-	
Total expenditure	-	-	(40,159)	(43,797)	(37,292)	(14,741)	
Surplus/(deficit)	-	-	3,580	(43,797)	42,708	(14,741)	
Amortisation of fund	-	(715)	-	-	-	-	
Balance at 31 March 2021	114,130	185	3,580	113,171	42,708	161,406	



Chatsafe Fund	The Majority Fund	Training Centre Fund	Volunteers Development and Management Fund	Deferred Capital Donations Fund	COVID-19 Emergency Fund	Total
(xiii)	(xiv)	(xv)	(xvi)	(xix)	(xx)	
\$	\$	\$	\$	\$	\$	\$
-	-	165,683	37,354	6,492	-	657,674
175,000	30,000	-	-	-	5,999	334,738
175,000	30,000	-	-	-	5,999	334,738
-	-	-	-	-	-	(41,563)
-	-	-	(26,830)	-	-	(26,830)
-	-	-	-	-	-	(52,500)
-	-	-	-	-	(5,979)	(25,120)
-	-	-	-	-	-	(3,540)
-	-	-	-	-	-	(4,115)
(73,848)	-	-	-	-	-	(73,848)
-	-	-	(372)	-	(20)	(6,765)
-	-	-	-	-	-	(8,757)
(73,848)	-	-	(27,202)	-	(5,999)	(243,038)
101,152	30,000	-	(27,202)	-	-	91,700
-	-	-	-	(6,492)	-	(7,207)
101,152	30,000	165,683	10,152	-	-	742,167



19. Restricted Funds (continued)

19B. Restricted Funds

- (i) **Main Program Reserves** – this fund is restricted solely for the operations of SOS main programme, which refer to Suicide Crisis Intervention Programme that provides confidential emotional support to individuals facing a crisis, thinking about suicide or affected by suicide. This programme aims to reduce suicide risks for persons in distress, through the 24-hour helpline, face-to-face counselling, email support services and support groups.
- (ii) **LOSS Fund** – LOSS (Local Outreach to Suicide Survivor) is a nationwide SOS programme that provides emotional support and comfort to survivors in the aftermath of a suicide death and throughout their bereavement. Tote Board Social Service Fund (“TBSS”) co-fund 50% of the annual operating cost of the programme. The reserve comprises mainly surplus of designated donations from prior years. During the financial year, the management has received approval from the fund administrator to utilise partial of the LOSS Fund to finance the renovation work at the Society’s office premise at Cantonment.
- (iii) **CareText Fund** – this fund is restricted solely for the operations of SOS CareText service, a new text-based service launched by SOS on 10 October 2020 and co-funded by Tote Board Social Service Fund (“TBSS”) which started from 1 October 2021. The purpose of this service is to provide additional and alternative avenue for emotional support through text messaging.
- (iv) **Anthony Yeo Memorial Fund** – this fund was initiated by a \$5,000 donation from the wife of the late Anthony Yeo in 2010 who was a former Chairman of SOS. The designated donations over the years have contributed to the growth of the fund. This fund has been designated to support staff development needs.
- (v) **V Sellapan Family Fund** - this fund was initiated by a \$150,000 donation in 2017 from the family of the late President S R Nathan for use in the World Suicide Prevention Day Campaign. This fund was named under his late father Mr. V Sellapan.
- (vi) **Healing Bridge Fund** – this fund was established for the operations of the Healing Bridge Programme. Healing Bridge is a suicide bereavement support group for those who have lost a loved one to suicide to receive support from other members. Healing Bridge is conducted in both English and Mandarin. Each session is facilitated by counsellor and fellow survivor who is appointed as the peer support leader.
- (vii) **Accumulated Fund – Research** – this fund was a contribution from a charity club in Singapore through their major fund-raising projects in 2017 and a donation in kind from an event held by a donor. The fund is to be used to conduct research studies to understand the underlying causes of suicide in the local context that could potentially help SOS, policy makers or other agencies in better planning and mapping out of suicide prevention strategies.
- (viii) **Capital Grant Fund** – this comprises fund transferred from Care & Share Matching Grant Fund that was used in the IT related purchases. The fund is amortised for the depreciation charge over the useful lives of the related assets.
- (ix) **Enhanced Volunteer Manager Fund** – this is a two-year manpower support fund provided under the NCSS Enhanced Volunteer Manager Funding Scheme (“EVMFS”). The purpose of this fund is to strengthen volunteer management capacity of the Society. There is a cap of funding per annum. The deficit is due to the actual manpower cost incurred exceeded the funding amount.
- (x) **IT Fund** – this fund was established for upgrading the telephone system and infrastructure of the Society. This fund has been fully utilised in the current financial year to upgrade existing IT system and purchasing relevant IT assets. The depreciation charges of the IT purchased will be charged to the fund over the estimated useful lives of the related assets.

**19. Restricted Funds (continued)****19B. Restricted Funds (continued)**

- (xi) **Invictus Fund** – this is a fund provided by the National Council of Social Services (NCSS) to support Social Service Agencies (SSAs) in maintaining service delivery and serving clients safely and effectively during the COVID-19 pandemic. The total approved grant is \$100,000 and have been fully utilised on its intended and approved operating and capital expenditures in 2021. The operating expenditures have been directly charged to the fund in the year of incurrence while the depreciation charges of the assets purchased will be charged to the fund over the estimated useful lives of the related assets.
- (xii) **Office Relocation Fund** – this fund was established for the purpose of future renovation and related capital costs to meet expansion of services. During the current financial year, the fund has been fully utilised in financing the renovation works at the Cantonment office premise. The depreciation charges of the renovation cost will be charged to the fund over the estimated useful lives of the office premise.
- (xiii) **ChatSafe Fund** – this is a project funded by TF IPC Ltd with the aim to equip youth with knowledge and skills to chat safely about suicides online. This is a two-year project and will be completed in next financial year.
- (xiv) **The Majority Fund** – this is a CareText's system integration project funded by The Majority Trust Limited.
- (xv) **Training Centre Fund** – this fund was a contribution from a charity club in Singapore through their major fund-raising projects in 2017. The purpose of this fund is to be used in setting up new training centre or its related purposes. During the current financial year, the fund has been fully utilised in financing the renovation work of the training rooms at two office premises of the Society. The depreciation charges of the renovation cost will be charged to the fund over the estimated useful lives of the training rooms.
- (xvi) **Volunteer Development and Management Fund** – the fund was set up for volunteers to attend training workshops and for volunteer welfare.
- (xvii) **Transformation Support Scheme** – this is a one-year manpower co-funding support scheme provided by NCSS with the aim to recruit an individual or staff to support or facilitate in the organisation transformation project. The co-funding amount is up to 90% of the monthly gross wages. The deficit balance is due to fund disbursement timing and the portion of cost not funded by NCSS. Disbursement from NCSS will be made only after the approval of submitted report.
- (xviii) **President's Challenge 2020** - this grant was given for the renovation work of a new office premise to meet the expansion needs of SOS. The fund has been fully utilised to finance part of the renovation cost at its Ubi office premises during the current financial year. The depreciation charges of the office renovation cost will be charged to the fund over the estimated useful lives of the Ubi office premise.
- (xix) **Deferred Capital Donations Fund** – the deferred capital donations fund is to be amortised to statement of financial activities over the period of three to five years.
- (xx) **COVID-19 Emergency Fund** – this is a fund provided by NCSS-ComChest to SSA to help to cope with COVID-19 related expenses.



20. Reserve Policy

The purpose of reserves is to provide long-term financial stability and ensure continued development of the Society's activities. The Society aims to maintain a reserve of two years of operating expenditure. The Board of Management reviews the level of reserves periodically to ensure the adequacy of the reserves.

The Society's reserve position as at the financial years ended are as follow:

	2022	2021
	\$	\$
Unrestricted Funds	2,384,181	1,637,386
Restricted Funds	5,346,293	5,469,177
Total Funds	7,730,474	7,106,563
Annual Operating Expenditure	5,085,440	3,641,915
Reserve Ratio	1.52	1.95

21. Fund raising event

In accordance with the Charities (Institutions of a Public Character) Regulations, the Society is required to disclose fund-raising appeals with gross receipts of more than \$1 million.

There are no fund raising appeals with gross receipts of more than \$1 million during the financial year ended 31 March 2022 and 2021.

22. Capital commitments

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognized in the financial statements are as follows:

	2022	2021
	\$	\$
Commitments in relation to renovation	-	16,639

23. Financial Risk Management Objectives and Policies

The main risks from the Society's financial instruments are liquidity risk, credit risk and cash flow and fair value of interest rate risk. The policies for managing each of these risks are summarised below.



Liquidity Risk

Liquidity risk is the risk that the Society will not be able to meet its financial obligations as and when they fall due. The Society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Society reviews its working capital requirements to assess the adequacy of cash and cash equivalents to finance the operations.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the Society's financial assets and liabilities at the end of the reporting year based on contractual undiscounted repayment obligations.

	2022			2021		
	1 year or less	1 to 5 years	Total contractual cash flows	1 year or less	1 to 5 years	Total contractual cash flows
	\$	\$	\$	\$	\$	\$
Financial assets						
Trade and other receivables	57,369	-	57,369	117,255	-	117,255
Deposits	7,276	-	7,276	8,122	-	8,122
Cash and cash equivalents	7,555,925	-	7,555,925	7,050,311	-	7,050,311
	<u>7,620,570</u>	<u>-</u>	<u>7,620,570</u>	<u>7,175,688</u>	<u>-</u>	<u>7,175,688</u>
Financial liabilities						
Trade and other payables	1,052,945	-	1,052,945	372,108	-	372,108
Lease liabilities	49,550	83,453	133,003	11,865	10,112	21,977
	<u>1,102,495</u>	<u>83,453</u>	<u>1,185,948</u>	<u>383,973</u>	<u>10,112</u>	<u>394,085</u>
Total net undiscounted financial assets/ (liabilities)	<u>6,518,075</u>	<u>(83,453)</u>	<u>6,434,622</u>	<u>6,791,715</u>	<u>(10,112)</u>	<u>6,781,603</u>

Credit Risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Society. The Society's exposure to the credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents), the Society minimises credit risk by dealing exclusively with high credit rating counterparties.

The Society has adopted a policy of only dealing with creditworthy counterparties. The Society performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Society considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

**23. Financial Risk Management Objectives and Policies (continued)**

The Society has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 90 days or there is significant difficulty of the counterparty.

To minimise credit risk, the Society has developed and maintained the Society's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Society's own trading records to rate its major customers and other debtors. The Society considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating;
- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- Actual or expected significant changes in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor; and
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the Society and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days past due in making contractual payment.

The Society determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and
- There is a disappearance of an active market for that financial asset because of financial difficulty.

The Society categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Society's current credit risk grading framework comprises the following categories:

Category	Definition of Category	Basis for Recognising Expected Credit Loss (ECL)
<i>i</i>	Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
<i>ii</i>	Amount is >90 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
<i>iii</i>	Amount is >120 days past due or there is evidence indicating the asset is credit-impaired (in default)	Lifetime ECL - credit impaired
<i>iv</i>	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery	Amount is written off



Trade receivables

For trade receivables, the Society has applied a simplified approach in SFRS 109 to measure the loss allowance at lifetime ECL. The Society determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

The ageing of trade and other receivables as at 31 March:

	2022	2021
	\$	\$
Less than 30 days	4,650	6,600
31 to 60 days	-	5,850
	<u>4,650</u>	<u>12,450</u>

As at the statement of financial position date, the Society does not have any trade receivables that are subject to ECLs.

Other Financial Assets at Amortised Cost

Other financial assets at amortised costs include other receivables and cash and cash equivalents.

Credit Risk Concentration Profile

The Society has no significant concentration of credit risk.

Cash Flow and Fair Value Interest Rate Risk

Cash flow interest rate risk is the risk that future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

The Society's exposure to changes in interest rates relates primarily to the Society's fixed deposits with financial institution at variable rates.

The sensitivity analysis below has been determined based on the exposure to interest rates for fixed deposits placed with financial institution at the financial position date. A 0.5% increase or decrease is used when reporting interest rate risk internally and represents Management Committee's assessment of the reasonably possible change in interest rates.

Sensitivity Analysis for Interest Rate Risk

The following carrying amounts of interest-bearing financial assets and liabilities of the Society that are exposed to interest rate risk:

	2022	2021
	\$	\$
Fixed deposits	<u>5,737,163</u>	<u>4,341,069</u>

At end of the reporting year, if SGD interest rates had been 0.5% (2021: 0.5%) lower/higher with all other variables held constant the Society's net surplus/(deficit) for the year would have been \$28,686 (2021: \$21,705) higher/lower.

**24. Classification of Financial Assets and Liabilities**

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting year.

	2022	2021
	\$	\$
Financial liabilities at amortised cost	1,181,248	392,779
Financial assets at amortised cost	7,620,570	7,175,688

25. New Accounting Standards and SFRSs Interpretations

At the date of authorisation of these financial statements, no SFRS, INT FRSs and amendments to SFRS that are relevant to the Society were issued but not yet effective.

26. Uncertainties relating to the COVID-19 pandemic

Management has reviewed the estimated potential impact and plausible downside scenarios, along with its responses as a result of the COVID-19 pandemic. No material uncertainties were identified in connection with the Society's ability to continue in operational existence for the foreseeable future.

27. Reclassification and comparative figure

The following comparative figures in the statement of financial activities have been reclassified to provide a proper and meaningful presentation of the society's income.

	Previously reported	After Reclassified
	2021	2021
	\$	\$
The items were reclassified as follows:		
Statement of Financial Activities		
Donations	784,543	-
Sponsorship/Donation in kind	26,468	-
Donations	-	811,011
Membership Fee	152	-
Other Income	10,284	10,436
Amortisation of deferred capital grants/donations	7,207	-
Amortisation of capital grant	-	715
Amortisation of deferred capital donations	-	6,492



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