



HUG
COMMUNITY SERVICES

2025

ANNUAL REPORT

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PATRON MESSAGE

PATRON MESSAGE

HUG Community Services Limited (HCSL) has remained steadfast in its mission to journey with at-risk youths, incarcerated youths and young desistors.

HCSL's work is meaningful and important. It helps to steer youths away from crimes and gives them a focus and purpose through service to the community. HCSL also provides their family members with the needed emotional support, which enables the families, in turn, to support and guide the youths back to the right path.

I share HCSL's belief that every young individual deserves an opportunity for growth, healing, and a brighter future, regardless of their circumstances.

On behalf of all HCSL beneficiaries, I wish to convey my heartfelt appreciation to all donors, partners, friends, volunteers and staff for their sustained involvement and unwavering support for this very worthy cause. The generosity of our sponsors and partners has enabled HCSL to have adequate resources to deliver transformative programmes and services to these youths and their families, thereby making a positive difference in their lives.

As we continue our journey, we invite you to join us in renewing our commitment to the youth. With more caring hearts and helping hands, we will be able to do more, touch more lives and build a better future for the youths and their families.



Mr Chee Hong Tat

Minister for Transport and Second Minister for Finance

OVERVIEW

OVERVIEW

OUR VISION

To impact the lives of youth and their families through care and hope.

OUR MISSION

To help young people grow in pro-social values and become integrated, conscientious, and contributing members of society.

We aim to develop community leaders, to provide platforms for ex-offenders to use their lives to impact lives. To transfigure their past's shame and brokenness into Light of Hope for others.

OUR CORE VALUES

HONOUR

We act with Respect, Integrity and Professionalism.

UNITED AS ONE

We work as a team with sector partners, corporates, volunteers, and communities with accountability and a common goal to inspire second chances, encourage acceptance, forgiveness and uplift the incarcerated and youth at-risk.

GOAL FORWARD

We help young people discover their purpose in their lives to move forward, using lives to impact lives.

OVERVIEW

HUG Community Services Limited (HCSL) is an IPC-approved non-profit Social Service Agency (SSA) in Singapore established in 2014. HCSL is a full member of the National Council of Social Service (NCSS), a charity-registered organisation that brings healing, restoration, and support to at-risk youth and their families through individualised, client- centric intervention and aftercare programmes with hope and care.

OUR SERVICES

HCSL is dedicated to creating a supportive environment for at-risk youth to rediscover their paths for the future. The journey brings healing, restoration, and support to young people and their families through individualised, client-centric interventions and aftercare programmes with hope and care

HCSL positions itself as a leading organisation that focuses on youth, aiming to positively impact their lives and those around them by shaping them into contributing members of society, regardless of their past. With a focus on the future, HCSL believes a brighter tomorrow is possible for all young people.

OUR SERVICES INCLUDE THE FOLLOWING:

- Critical Needs of Youth Pre-Sentencing Support
- Family & Youth Case Management and Support (Ages 16-21)
- Community Leadership & Development
- Youth Counselling, Mentorship & Coaching
- Debt Assistant Programme
- Pro-Bono & Low-Bono Legal Consultation (Criminal & Civil Case)
- Recreation Youth Day Care
- Reintegration Services (In The Community)
- Through-care Services (In Singapore Prison & Singapore Girls Home)

CHAIRMAN'S MESSAGE

MESSAGE FROM NEWLY APPOINTED CHAIRMAN

It is with gratitude, humility, and a deep sense of responsibility that I reflect on another meaningful year as Chairman of HUG Community Services Limited (HCSL). Over the past year, I have witnessed firsthand the unwavering dedication of our founders, leadership team, staff, volunteers, partners, and supporters who continue to make a profound difference in the lives of vulnerable youths, families, seniors, and individuals seeking a second chance.

2025 has been a year of growth, resilience, and renewed purpose. Together, we have strengthened our commitment to supporting youths-at-risk, empowering former offenders in their reintegration journey, fostering intergenerational bonds, and building stronger communities through compassion and service. Through our various programmes and outreach initiatives, we have continued to bring hope where there is uncertainty, encouragement where there is struggle, and opportunities where there are barriers.

As a father, I remain deeply convinced that early intervention, positive mentorship, and strong family support are essential in shaping the future of our young people. Prevention remains better than intervention, and it is through collective community effort that we can nurture values, resilience, and a sense of purpose in the next generation. Every youth reached, every family supported, and every life transformed reminds us why our mission is so important.

This year, I am especially encouraged by the growing partnerships and collaborations that have enabled HUG to extend our reach and deepen our impact. From schools and community organisations to government agencies, corporate sponsors, and dedicated volunteers, your support has demonstrated the power of collective action in creating meaningful and lasting change.

I would like to express my heartfelt appreciation to our founders, Rev. Jeffrey Mak and Pastor Grace Yeo, whose passion, vision, and tireless commitment continue to guide the organisation forward.

I am also grateful to my fellow Board members for their wisdom and stewardship, and to our staff and volunteers who faithfully serve on the ground every day. Your dedication embodies the heart and spirit of HUG.

Looking ahead, we remain committed to strengthening our programmes, expanding our community outreach efforts, and creating more opportunities for individuals and families to thrive. As we journey forward together, let us continue to uphold the values of empathy, integrity, inclusiveness, and service that define HUG Community Services.

Thank you for your trust, partnership, and belief in our mission. Together, we will continue to inspire hope, transform lives, and build a more caring, connected, and compassionate community for generations to come.



Mr Lee Wee Teck, Alan
Chairman
HUG Community Services Limited

CO-FOUNDER & CEO'S MESSAGE

2025: Strengthening Communities, Restoring Lives, Inspiring Hope

It is with immense gratitude and a renewed sense of purpose that I present the 2025 Annual Report of HUG Community Services Limited. As we continue our journey beyond our first decade, this year has been one of meaningful growth, deeper community impact, and strengthened partnerships. Through every challenge and opportunity, we have remained steadfast in our commitment to bringing hope, healing, inclusion, and second chances to those we serve.

Since our inception, HUG has been guided by a simple yet powerful belief, that every individual, regardless of their past circumstances, deserves the opportunity to rebuild, rediscover purpose, and thrive within a supportive community. In 2025, we continued to witness lives transformed through the collective efforts of our team, volunteers, donors, community partners, and beneficiaries who journey alongside us each day.

One of the highlights of the year was the continued expansion of our intergenerational initiatives. Through programmes such as Mai Gong Bo Jio (MGBJ), HUG's Healers Programme, and various community engagement activities, we brought together youths, desistors, seniors, families, and volunteers across generations. These interactions fostered understanding, reduced social isolation, and created opportunities for meaningful relationships to flourish. Our therapy dogs and rabbits continued to serve as bridges of connection, bringing comfort, joy, and emotional support to beneficiaries from all walks of life.

We were also encouraged by the growing impact of our work with youths-at-risk, desistors, and individuals seeking reintegration into society. Through mentorship, life-skills development, community service opportunities, and aftercare support, we witnessed many individuals take positive steps towards rebuilding their lives. Every story of resilience and transformation reinforces our belief that with support, guidance, and opportunity, lives can be restored and futures can be rewritten.

A significant milestone in 2025 was the successful presentation of Threads of Unity – SG60 Community Fashion Showcase, a unique celebration of Singapore's 60th birthday that brought together seniors, youths, community volunteers, and desistors through art, fashion, and storytelling. More than a showcase, it became a powerful testament to the values of unity, inclusion, resilience, and second chances. We are deeply grateful to all our partners, sponsors, volunteers, designers, schools, and community stakeholders who made this vision a reality.

Our collaborations with key partners including the Singapore Prison Service, Ministry of Social and Family Development, National Council of Social Service, Breakthrough Mission Halfway House, schools, healthcare institutions, grassroots organisations, corporate sponsors, donors and community agencies have continued to strengthen our ability to serve those in need. These partnerships remind us that meaningful social impact is never achieved alone, but through a shared commitment to building a more caring and compassionate society.

This year also saw us laying further groundwork for the future development of HUG's services and facilities. As community needs evolve, we remain committed to enhancing our programmes, strengthening volunteer development, creating more opportunities for youth leadership, and expanding our capacity to serve vulnerable individuals and families. We continue to dream boldly while remaining grounded in the needs of the communities we serve.

We recognise that true transformation extends beyond addressing practical needs. Healing, restoration, and hope are cultivated through meaningful relationships, compassion, a sense of belonging, and purpose. We remain committed to serving every individual with dignity, respect, and empathy, regardless of their background, race, religion, or life circumstances, without judgment, and with a steadfast belief in their potential for growth, healing, and positive change.

None of our achievements this year would have been possible without the unwavering support of our Board of Directors, staff, volunteers, donors, community partners, government agencies, schools, and supporters.

I would also like to express my heartfelt appreciation to our Founder, Rev. Jeffrey Mak, whose vision and dedication continue to inspire our work and mission.

As we look towards 2026 and beyond, we remain committed to strengthening communities, empowering lives, and creating pathways of hope for future generations. Together, we can continue building a society where every person feels valued, supported, and given the opportunity to succeed.

Thank you for walking this journey with us. Your partnership, trust, and belief in our mission continue to make transformation possible.

“And let us consider how we may spur one another on toward love and good deeds.” – Hebrews 10:24

With gratitude and hope,



Ps Grace Yeo

Co-Founder & Chief Executive Officer
HUG Community Services Limited

LEADERSHIP

LEADERSHIP - THE BOARD OF DIRECTORS

HUG Community Services Limited held two board meetings in the Financial Year 2024 and all board members were present at both meetings.



CHAIRMAN

Mr Lee Wee Teck
CEO of NOVA5
Aviation Services Pte Ltd
Joined Since 3 Jun 2020*
Board meetings attended in FY 2024: 2/2



FOUNDER & BOARD MEMBER

Rev Jeffrey Mak
Joined Since 13 Oct 2014* Board meetings
attended in FY 2024: 2/2



**HONORARY SECRETARY &
LEGAL ADVISOR**

Ms Melissa Kor Wan Wen
Assistant Registrar of the Singapore
Chamber of Maritime Arbitration
Joined since 25 March 2022 - 6 Nov 2025
Board meetings attended in FY 2024: 2/2



BOARD MEMBER

Dr Lee Cheng JP
Clinical Director, Office of Population Health at
Institute of Mental Health
Joined Since 4 November 2024
Board meetings attended in FY 2024: 2/2



HONORARY TREASURER

Mr Vincent Ang
Founder & CEO of Vintage
Hairdressing & Spa Pte Ltd
Joined Since 25 Nov 2023
Board meetings attended in FY 2024: 2/2

HUG Community Services Limited held two board meetings in the Financial Year 2025 and all board members were present at both meetings.

Disclosure Statement in relation to Reverend Jeffrey Mak's retention as a board member beyond 10 consecutive years

Term Limit of Board:

In alignment with governance best practices, the Board of Directors has carefully deliberated the matter and unanimously agreed to retain Reverend Jeffrey Mak on the Board of HUG Community Services Limited. This decision was further approved at a general meeting dated 29 December 2025 in accordance with the governing guidelines.

Reverend Jeffrey Mak has faithfully served the charity for over a decade, having played a pivotal role as a founder and spiritual anchor of the charity since its inception. His continued presence on the Board provides quality leadership during a critical period of expansion and programme development. Reverend Jeffrey Mak's guidance, trusted relationships with stakeholders, and unwavering commitment to the mission of serving at-risk youth and vulnerable communities, all remain invaluable to the charity's growth and impact.

Succession planning in respect of Reverend Jeffrey Mak has already occurred, with Pastor Grace Yeo (a co-founder of the charity) taking the helm in leading the organisation in her capacity as the current Chief Executive Officer. In terms of general ongoing succession planning, the Board will continue to strengthen leadership development and onboarding processes for new Board members, while tapping on Reverend Jeffrey Mak's experience to mentor emerging leaders within the organisation.

THE COMMITTEE MEMBERS



SUB COMMITTEE FUNDRAISING
AND SPONSORSHIP ENGAGEMENT

Mr Lin Xiang
Chairman of Ying Shuo Pte Ltd
Since 22 December 2023*
Board Meeting 2/2



SUB COMMITTEE MEMBER

Mr Vikramjit Singh
Singapore Police - CID Since 1st Apr 2021*
Board Meeting 2/2



SUB COMMITTEE FUNDRAISING
AND SPONSORSHIP ENGAGEMENT

Ms Angela Lam
Director of Arthesdam Jewellery
Since 1st May 2025*
Board Meeting 1/2



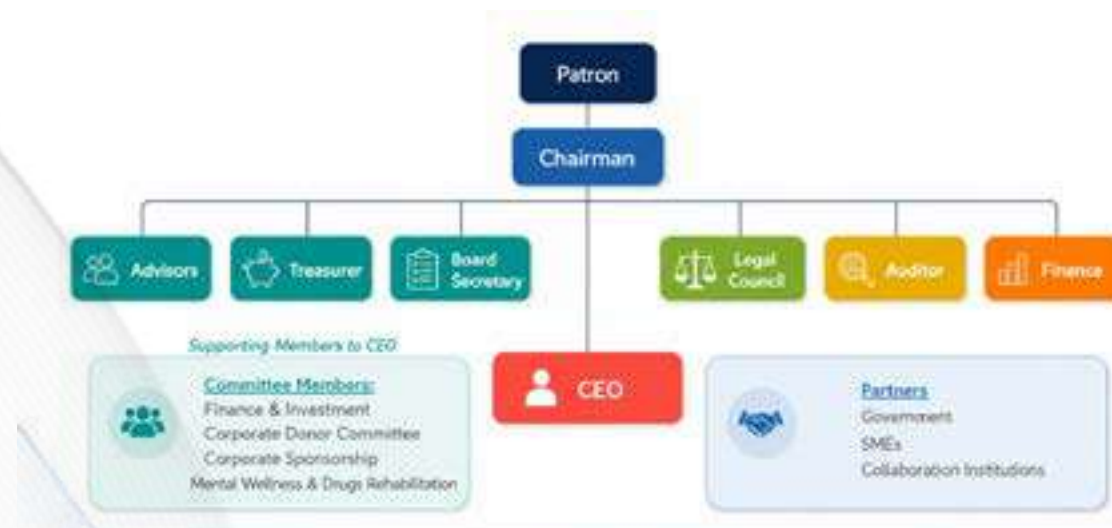
SUB COMMITTEE MEMBER

Mr Favian Kang
Legal Adviser (Criminal)
Centurion Law LLC Since 1st November 2023*
Board Meeting 2/2

ORGANISATION
STRUCTURE

ORGANISATIONAL STRUCTURE

HUG Community Services (HCS) Governing Board Structure



HUG Community Services (HCS) Governing Board Structure

HCS Operation Structure



DISCLOSURE REPORT

DISCLOSURE REPORT

HUG Community Services Limited (HCSL) was registered under the Charity Act (Chapter 37) on 13 October 2014 as a charitable Social Service Agency, a Full Membership of the National Council of Social Service (NCSS). HCSL has been accorded IPC (Institution of a Public Character) status from 26 September 2023 to 25th September 2025. All donations made to HCSL can qualify for a 250% tax deduction. We organise fundraising events such as our Fundraising Corporate Dinner.

HCSL has M&AA as its governing instrument.

Unique Entity Number (UEN): 201430532E

Registered Addresses Office & Youth Centre Addresses:

200 Toa Payoh North #01-1033, Toa Payoh Spring, Singapore 310200

Banker

Maybank Singapore Limited
101 Upper Cross Street, Singapore 058357 Account Number: 041-71080-651 Bank No /
Swift Code: 7302
Branch: 017

Outsource Auditor:

CASA ASSURANCE PAC
Chartered Accountant Singapore Auditor
11 Irving Place, #09-02 Tai Seng Point, Singapore 369551

Lawyers

Centurion Law LLC
1 Coleman Street #09-06, Singapore (179803)

DISCLOSURE REPORT

CMS Cameron McKenna Nabarro Olswang (Singapore) LLP
7 Straits View, Marina One East Tower, #19-01, Singapore 018936

POLICY & COMPLIANCE

POLICY & COMPLIANCE

Audit and Risk Management

The treasurer facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities. The treasurer is responsible for ensuring the integrity of financial statements by overseeing the organisation's financial reporting process, internal control system and audit function. The treasurer is responsible for monitoring risk management in HCSL and updating the rest of the governing Board regularly.

Fundraising and Sponsorship Engagement

The committee gathers and develops corporate sponsors and donors and plans and executes appropriate fundraising efforts to fund HCSL's operation of various rehabilitation and reintegration programmes and family support programmes to aid the beneficiaries in their successful reintegration.

Fund Allocation

The chairman review and evaluate the programmes and services to ensure that they meet the operation's and beneficiaries' needs. The advisers assist in making recommendations to the governing Board regarding the allocation and disbursement of funds to programmes and services.

Advancement

The governing chairman plan and execute appropriate fundraising efforts with the Fundraising and Sponsorship Engagement Committee that fund the various programmes, charity operations, and beneficiaries support programmes to aid youth at-risk ex- offenders in their successful reintegration.

Board of Directors

The Board of Directors provides leadership and oversight on strategic planning and financial management of HUG Community Services Limited (HCSL). The Board is assisted by various committees comprising board members and other professionals who render their services voluntarily and are not remunerated.

Conflict of Interest Policy

In keeping with good governance, HCSL has implemented its Conflict of Interest (COI) policy to ensure a system of checks and accountability. The Board and staff complete a COI declaration form annually and update the Board accordingly when there are changes to their interests. The declaration includes dealings with other charities, businesses, and vendors. All staff and Board Directors must declare any potential COI and abstain from decision-making when such situations arise.

Disclosure of the Three Highest Paid Staff

In 2025, one staff member received annual remuneration exceeding \$100,000, inclusive of Annual Wage Supplement (AWS) and bonuses.

The charity also confirms that no paid staff is a close family member of the Chief Executive Officer or any Board member, and that no related party received more than \$50,000 in annual remuneration during the year.

Disclosure of Remuneration and Benefits for Board Members

HUG Community Services Limited (HCSL) discloses that one of its founding directors received total remuneration and benefits amounting to S\$78,000 for the financial year, in light of staffing constraints within the organisation. The total remuneration did not exceed S\$100,000 for the year. This amount includes remuneration approved by the Board in recognition of services rendered during the financial year. This arrangement was made to ensure continuity of operations and service delivery during a period of manpower shortage.

Name of Board Member: Mr Jeffrey Mak

Total Remuneration and Benefits Received for the Financial Year: \$78,000

For further details, please refer to the audited financial statements.

Whistleblowing Policy

HCSL is committed to ethical behaviour and excellent corporate governance standards. The organisation's whistleblowing policy is outlined and availed to all staff.

Personal Data Protection Act Policy

HCSL respects and honours our donors, sponsors, partners, volunteers and their right to have their privacy protected. HCSL is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information given in good faith will only be used to maintain or enhance one's relationship with the organisation, and anyone can remove their name from mailing lists upon sending their requests to HCSL.

HCSL also maintains a high level of confidentiality concerning donor information. The donor's name and other details will not be published in any corporate or public publications unless there is a partnership agreement between HCSL and the donor.

HCSL has documented procedures to safeguard personal information in our databases, whether in hard copy or online and will not disclose such information to other organisations.

Reserves Policy

HUG Community Services Limited (HCSL) reserves comprise the unrestricted fund that is freely available for operation purposes and does not include restricted funds. HCSL adopts a prudent approach in determining the level of its reserves. Therefore, the amount of the reserves will be reviewed each year after the approval of the annual budget.

Media Communication Policy

The charity has developed a new facility and hosts networking sessions for its social media followers to showcase the initiative. During these sessions, both positive and constructive feedback are received. This feedback is subsequently presented at Board meetings, and relevant updates are shared with networking session participants as well as through the charity's social media platforms.

ESG Policy

In alignment with the ESG Playbook for Charities (Charity Portal) At HUG Community Services, we are committed to embedding Environmental, Social, and Governance (ESG) principles into our operations, program delivery, and stakeholder engagement. Our ESG framework supports long-term sustainability while upholding our mission to empower lives and build an inclusive, compassionate community.

Environmental Stewardship

Objective: Minimise environmental impact through sustainable practices.

- **Energy Efficiency:** Implemented energy-saving habits across centres, including switching off lights and electronics when not in use.
- **Waste Management:** Adopted recycling practices and reduced single-use disposables in events and daily operations.
- **Green Procurement:** Prioritised eco-friendly and sustainable sourcing where feasible.
- **Green Spaces & Education:** Maintained green spaces for therapy and educational use, while promoting environmental awareness through intergenerational programmes.
- **Water Conservation:** Installed water-efficient appliances and conducted awareness campaigns on water-saving practices.

Social Responsibility

Objective: Enhance social well-being and inclusivity within the community.

- **Beneficiary Support:** Delivered holistic care programmes for youth at risk, desistors, seniors, and low-income families.
- **Volunteer Engagement:** Provided structured training, appreciation, and mentorship to our diverse volunteer base.
- **Health & Safety:** Ensured safe, accessible, and inclusive environments across all service sites.
- **Community Outreach:** Organised intergenerational events and outreach efforts that build bridges across age, background, and social divides.

Governance Excellence

Objective: Uphold transparency, accountability, and ethical standards.

- **Board Oversight:** Guided by an active and diverse board providing strategic leadership and fiduciary governance.
- **Regulatory Compliance:** Adhered to the Code of Governance for Charities and IPCs, with full financial and operational compliance.
- **Risk Management:** Conducted regular reviews of operational, financial, and reputational risks.
- **Stakeholder Communication:** Maintained regular engagement with donors, partners, and beneficiaries through reports, briefings, and online channels.

We believe that strong ESG integration is key to delivering responsible social impact. HUG Community Services will continue to refine and implement sustainable practices as we grow—creating long-term value for our beneficiaries, partners, and society at large.

Future Plan 2026 - 2034

HUG'S HAVEN: VISION TO 2034

HUG's Haven is envisioned as a transformative space that goes beyond mere shelter — offering mentorship, guidance, and a sense of purpose to vulnerable and underserved individuals in our community.

The necessity of HUG's Haven stems from our commitment to addressing the comprehensive needs of our community, particularly the vulnerable and underserved. Unlike halfway houses, HUG's Haven will offer free or minimum rental accommodation alongside continuous support, helping beneficiaries set goals and work towards achieving them.

Our beneficiaries include vulnerable girls and young women, individuals from marginalised backgrounds, and desistors re-entering society. Each individual is unique, coming from different backgrounds and life experiences. HUG's Haven takes a holistic approach to ensure these individuals do not just survive, but thrive, finding direction, purpose, and resilience through an integrated network of facilities, programmes, and community support.

Planned Facilities & Programmes

HUG's Haven will bring together a wide range of facilities and programmes under one roof, spanning youth care, wellness and retreat, creative arts, physical recreation, culinary skills, vocational training, and community events. A Residential Co-Living Space will provide vulnerable individuals with safe, temporary refuge and the support needed to rebuild their lives.

Animal-assisted therapy is also envisioned as part of our broader wellness and healing initiatives, developed in collaboration with community partners. Our Crime Prevention Programme, already operational at 200 Toa Payoh North and seeing overwhelming demand, is among the programmes being considered for expansion within the Haven.

Interfaith & Community Support

Recognising that faith plays a crucial part in many beneficiaries' recovery journeys, HUG's Haven will work with partners across different religious institutions to provide interfaith support. We aim to seek the Harmony Fund to support these programmes, ensuring no beneficiary is left without the spiritual and community accompaniment they need.

Realising HUG's Haven requires collective effort across:

- **Financial Contributions** — Donations and sponsorships for construction and operations
- **Sustainability** — Social enterprises to sustain long-term operations
- **Government Support** — Funding and policy partnerships
- **Volunteers** — Individuals offering time and skills
- **Business Partnerships** — Collaborations to enhance programmes and services
- **Community Participation** — Fostering shared ownership and collective responsibility

HUG's Haven represents a bold step forward in our mission. With additional support, we can create a sanctuary where unity and compassion go beyond tomorrow.

FUNDRAISING PLAN

PAWPATHON 2026

What is Pawpathon?

Pawpathon is an upcoming community fundraising walk event planned by HUG Community Services, set to bring together families, pet lovers, and supporters for a meaningful morning centred on hope, healing, and second chances. The event is designed to be a celebration of community spirit, one where people from all walks of life come together in solidarity with HUG's mission to empower lives and build a more inclusive society.

Approach to Pawpathon

Pawpathon will be organised in collaboration with Yellow Ribbon Singapore, reinforcing the shared message that every individual deserves the opportunity for a second chance. The event aims to engage a broad coalition of community partners, corporate sponsors, volunteers, and members of the public to rally behind HUG's programmes.

The approach is one of inclusive participation, welcoming families, individuals, and pets alike, while creating a warm and festive atmosphere that reflects HUG's values of care, community, and compassion. Performances, engagement booths, and community activations are envisioned as part of the event experience, making Pawpathon both a fundraiser and a platform for meaningful public education on rehabilitation and animal-assisted therapy. HUG also intends to work alongside partner organisations spanning social services, education, and the private sector to ensure the event reaches a wide and diverse audience.

Beneficiaries

Funds raised through Pawpathon will directly support HUG's community programmes, with a key focus on the HUG Healers Programme, HUG's animal-assisted therapy initiative that harnesses the unique bond between humans and animals to support healing and growth. The beneficiaries of these programmes include:

- Desistors and their families, as they navigate reintegration into society
- Youths at risk, who benefit from structured therapeutic engagement
- Students facing social, emotional, or behavioural challenges
- Seniors who experience improved well-being through animal-assisted interactions

Through Pawpathon, HUG hopes to raise both funds and awareness for these groups, amplifying the message that a caring community is one of the most powerful forces for lasting change.

Threads of Unity 2.0

Threads of Unity 2.0 is the next chapter of HUG Community Services' intergenerational fashion and arts initiative, building on the foundation laid by SG60 Threads of Unity, a meaningful community project organised in 2025 in collaboration with local fashion brand Ans.Ein to celebrate Singapore's 60th National Day.

SG60 Threads of Unity brought desistors, children youth, and seniors together through collaborative calligraphy art, transformed into wearable designs. Threads of Unity 2.0 seeks to deepen and expand on this vision, envisioned as a showcase of resilience, creativity, and belonging. It will be a community-driven evening where seniors, youth volunteers, desistor volunteers, and partners come together in a shared space where stories of healing, dignity, and second chances are honoured and made visible.

Approach to Threads of Unity 2.0?

Threads of Unity 2.0 will continue HUG's model of pairing creative expression with community impact. The initiative will bring together participants from across generations, including seniors, at-risk youth, and individuals rebuilding their lives, in collaborative art-making sessions that culminate in a public fashion showcase walk. This shared creative journey is designed to build confidence, foster mutual respect, and give voice to those who are often unheard.

The event will be developed in partnership with the Yellow Ribbon Project, Singapore Prison Service and Ans.Ein, with a continued emphasis on civic engagement. Individuals, educational institutions, and corporate partners will be invited to participate through sponsorships, volunteering, and active involvement. Funds raised through the initiative will directly support HUG Community Services' ongoing programmes. Building on the momentum and community support generated by SG60 Threads of Unity, the 2.0 edition aims to reach a wider audience, attract new partners, and establish Threads of Unity as a recurring platform for intergenerational connection and creative advocacy.

Beneficiaries

The proceeds and community impact generated by Threads of Unity 2.0 will benefit the groups at the heart of HUG's operation and mission:

- Isolated seniors, who gain connection, confidence, and renewed purpose through creative participation and intergenerational engagement
- At-risk youths, who develop pro-social values, empathy, and self-expression through shared art experiences with seniors and peers
- Desistors and their families, whose stories of resilience and second chances are given visibility and dignity through the platform
- The broader community, which benefits from a richer culture of inclusivity, intergenerational respect, and civic pride

Through Threads of Unity 2.0, HUG Community Services hopes to sustain and grow its eldercare, youth mentoring, and community outreach programmes, weaving together lives, stories, and generations, one thread at a time.

OUR PROGRAMMES



Number of inmates Engaged: 35 Number of workshops conducted: 12

HUG2HEARTS

Building on the foundation laid in 2021, HUG Community Services continued to advance HUG2HEARTS in 2025, a transformative initiative supporting the reintegration and personal development of beneficiaries from the Singapore prison service. Guided by our co-founder, Ps Grace Yeo and rooted in our motto “Hope in the future, Unload the past, Go for the goal”, this programme equips at-risk youth with tools for self-confidence, purpose, and community connection.

Structured across three progressive phases, HUG2HEARTS offers mentorship, therapeutic engagement, and personalised aftercare through our Re-Offending Prevention Programme (ROPP). Open to all referred youths, including those from the Rehabilitation Training Centre (RTC), ROPP provides a holistic suite of services



ranging from counselling and education support to career guidance, skills training, job placement, and leadership development. By acknowledging the unique pace and needs of each beneficiary, HUG ensures that every young person is empowered to heal, grow, and meaningfully reintegrate into society.

HUG2HEARTS – Triumph Dunk & In-Care Programme

In 2025, HUG Community Services continued to strengthen our HUG2HEARTS initiative, sustaining our in-care engagement and reintegration support for youths in the Singapore Boys’ Home, the Reformative Training Centre (RTC), and the Drug Rehabilitation Centre (DRC). This programme continues to build trust, foster pro-social values, and prepare inmates for confident reintegration into society.

Triumph Dunk – Basketball & Mentorship

Our Triumph Dunk programme, first introduced in partnership with the Singapore Prison Service (SPS) in December 2022, remained a cornerstone of our in-care engagement efforts in 2025. This mentorship-driven basketball initiative targeting youths at RTC continued to provide inmates with weekly opportunities to build camaraderie, develop leadership, and foster discipline through team sports. HUG volunteers, including long-time coach Desmond Loh, have remained committed to conducting regular basketball mentoring sessions and friendly matches within the RTC facility.

These sessions continue to create meaningful touch points for inmates to bond with one another, their families, and prison counsellors, cultivating teamwork, mutual respect, and emotional resilience essential for long-term rehabilitation.



As Coach Desmond shares:

“Through my time with the RTs, I’ve come to realise they’re no different from anyone else. Sadly, they’re often unfairly judged. Programmes like this help break those barriers, and the change is real when the community stands with them.”

This initiative exemplifies the vital role community partnerships play in supporting successful desistance and crime-free living.

Inmates Engaged:

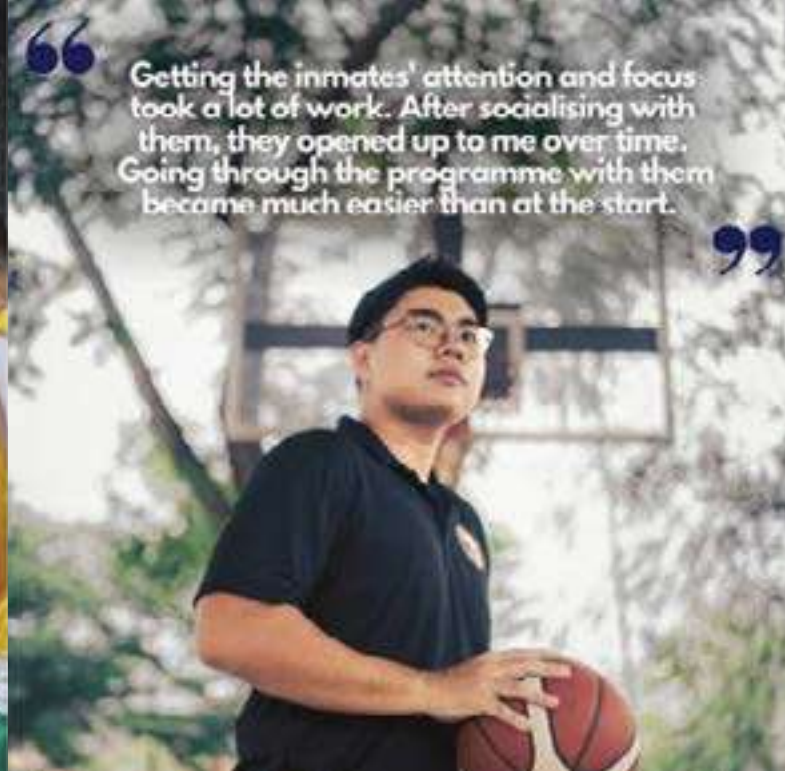
RTC: 13

DRC: 22

Sessions Conducted:

RTC: 14

DRC: 10



Lives Shaping Programme (LSP)

The LSP is an ongoing mentorship initiative under HUG2Hearts (Through-care), designed to support desistors in their reintegration journey by fostering transformation through acts of care and hope. Participants, who have overcome similar challenges, are empowered to guide and support others facing incarceration-related struggles.

As part of the programme, beneficiaries are attached to HUG Community Services Limited (HCSL) through structured training and apprenticeship opportunities, allowing them to rehabilitate and inspire families of incarcerated individuals. Additionally, LSP seeks to nurture a new generation of social workers equipped with firsthand experience and deep empathy for the beneficiaries they serve.

This holistic reintegration initiative is specifically tailored for desistors, who are selected through prison through-care programmes (HUG2Hearts). By establishing a strong rapport, we provide them with a safe space to express concerns and emotions, helping them overcome trauma and the stigma of incarceration. LSP is also open to newly released desistors seeking guidance and support as they transition back into society. During LSP, HUG Community Services hired these desistors as community helper apprentices to provide them with a structured platform for learning, growth, and training towards a future in social work.

Programme Objectives

- Provide mentorship and support to desistors transitioning back into society
- Offer structured training and apprenticeship opportunities to equip them with relevant skills
- Inspire and rehabilitate families of incarcerated individuals through community engagement
- Develop a new generation of social workers with firsthand experience and deep empathy

Beneficiary Engagement and Support

Through LSP, desistors selected via prison through-care programmes (HUG2Hearts) are provided with a safe space to share their concerns and emotions, helping them overcome trauma and the stigma of incarceration. The programme is also open to newly released detainees who seek guidance and support for their reintegration journey.

Training and Apprenticeship

HCSL hires desistors as community helper apprentices, giving them a structured platform to:

- Learn essential skills required for community work and social services
- Gain hands-on experience in mentorship and volunteer coordination
- Build confidence and a sense of purpose through meaningful engagement
- Undergo training to prepare for potential careers as social workers

NTMY – MAI GONG BO JIO WEEKLY INITIATIVE

Programme Description

The Mai Gong Bo Jio (MGBJ) Programme, under the umbrella of HUG Community Services’ “Nice To Meet You” initiative, is a weekly intergenerational coffee corner held every Saturday from 9:30 AM to 10:30 AM, officially launched on 9 December 2023. This programme fosters meaningful connections between seniors, youths, and desistors by bringing them together for shared meals, open dialogue, and mutual learning. Through a simple breakfast, participants engage in cultural exchange and meaningful conversations. The programme not only tackles social isolation among the elderly but also provides youth volunteers with opportunities to develop leadership and community service skills. MGBJ also serves as a quiet but important support system for desistors, some of whom may have faced challenges such as substance dependency. By embracing a non-judgmental and anonymous participation model, HUG ensures that individuals are valued for their present contributions, rather than being defined by their past struggles.

Desistor participants, who may join as volunteers or attendees, can engage without the need to disclose personal histories. Their roles — such as helping set up events, serving meals, or simply sharing a meal — help them build connections and regain a sense of belonging in the community. This intentional anonymity reduces stigma, offering desistors the dignity and space to reconnect with others, and reinforces the message that everyone, regardless of past hardships, plays an important role in the community.

Programme Aims and Objectives

Intergenerational Connections

The programme serves as a platform for individuals of all ages to connect and share experiences, fostering deeper mutual understanding and respect. By bridging the generational gap, MGBJ encourages appreciation of the diverse contributions each age group offers to the community.

Social Inclusion

Addressing the isolation felt by many elderly individuals and desistors, the programme provides regular opportunities for social interaction. These gatherings help reduce loneliness, strengthen participants’ sense of belonging, and affirm their value in society. The programme’s inclusive nature invites desistors to participate and contribute, reshaping perceptions of them as active members of the community.





HUG'S HEALER PROGRAMME

Empowering Youth Through Purpose

The programme serves as a therapeutic bridge for our beneficiaries — many of whom are navigating personal trauma, identity struggles, or reintegration challenges. By stepping into caregiver roles, they are encouraged to shift from being recipients of care to contributors of care, gaining a renewed sense of confidence, accountability, and self-worth.

A Win-Win Model of Healing

The HUG's Healer Programme is a testament to the power of mutual healing. Seniors benefit from companionship and stimulation; youth and desistors experience emotional support, social acceptance, and a safe platform for growth. Each interaction fosters trust and understanding — breaking generational barriers and reducing societal stigma.

Programme Highlights in 2025

- **Therapy Pet Visits:** Outreach sessions held at community centres and senior homes, reaching elderly residents and extending support to students at Hwa Chong Institution as part of their Project Pawsitive initiative.
- **Volunteer Training:** Youth and desistor volunteers trained in basic animal care, eldercare engagement, and communication skills.
- **Public Showcases:** Therapy pawlunteers were featured at SG60 Threads of Unity and the Marine Crescent National Day Pets Carnival 2025, allowing beneficiaries to share their stories of healing on public platforms.
- **Mental Wellness Support:** Counselling and emotional check-ins were provided alongside each beneficiary's journey through the programme.

Looking Ahead

In the coming year, we aim to:

- Expand our therapy pet visitation schedule by working with community clubs across Singapore to broaden our reach and impact.
- Deepen partnerships with mental health professionals to enhance support for volunteers.
- Develop certification pathways for beneficiaries interested in long-term caregiving or animal-assisted therapy careers.

HUG's Healer Programme exemplifies how empowerment begins with empathy. By creating safe and purposeful spaces for beneficiaries to serve, grow, and connect, we are not only supporting their healing but also equipping them to become beacons of hope for others.

麦恭啞啾 maigongbojio

Organised by:



Sponsored by:



HUG COMMUNITY SERVICES LIMITED

WE ARE EACH OTHER'S SECOND CHANCES

Left to Right: Dr Lee Cheng JP, Clinical Director, Office of Population Health at Institution of mental health, Rev Jeffrey Mak, Founder of HUG Community Services, Mdm Yong Lee, Commissioner of Singapore Prison Services, Minister Chee Hong Tat, Ps Grace Yeo, Co-Founder of HUG Community Services Limited, Mr Sunny Lee, CEO of Yellow Ribbon Singapore

2025 EVENTS HIGHLIGHTS

JANUARY 2025

NIPPON KOI FARM INTERGENERATIONAL EXCURSION

Event Highlights

- **Event Date:** 18 January 2025
- **Location:** Nippon Koi Farm, Singapore
- **Key Participants:** 70 elderly participants supported by 15 youth volunteers

Objectives

The Nippon Koi Farm Intergenerational Excursion was organised to strengthen social connectedness between elderly participants and youth volunteers through a shared outdoor learning experience. The programme sought to reduce social isolation among seniors while creating structured opportunities for intergenerational engagement beyond the usual neighbourhood setting.

Programme Highlights

Participants were guided through multiple farm stations, including introductions to fish farming practices, aquaponics systems, and vegetable cultivation. These components provided sensory stimulation and educational engagement within a natural environment. The visit was complemented by a Mai Gong Bo Jio Coffee Corner segment, where volunteers served breakfast and beverages, creating space for informal conversation and relationship-building between seniors and youths.

Groups Impacted

Elderly participants benefitted from a change of environment, meaningful social interaction, and experiential learning. Youth volunteers supported mobility and activity facilitation, gaining practical exposure to empathy, communication, and service leadership within a care-based context.

Key Outcome

The excursion strengthened intergenerational understanding and reinforced social cohesion through structured engagement and shared participation.

Conclusion

The programme demonstrated the value of combining education and community interaction to promote active ageing and sustained cross-generational connection.





FEBRUARY 2025

INTERGENERATIONAL CHINESE NEW YEAR COMMUNITY DINNER 2025

Event Highlights

- **Event Date:** 23 February 2025
- **Location:** Toa Payoh West Community Club
- **Key Participants:** Approximately 250 attendees, supported by over 40 volunteers and performers, including seniors, youth, families, and desistors
- **Organised by:** HUG Community Services
- **Key Partners:** People's Association; Haidilao Singapore; Breakthrough Missions; Beatty Secondary School

Objectives

The Intergenerational Chinese New Year Community Dinner was organised under the Nice2MeetYou Programme to strengthen community cohesion and intergenerational connection through a culturally significant celebration. The event provided a structured platform for volunteers, student leaders, performers, and partners to collaborate in delivering a shared festive experience.

Programme Highlights

More than 40 volunteers and performers contributed across event setup, logistics, hospitality, and stage programming. Beatty Secondary School students managed venue preparation and guest support, with particular attention to elderly attendees. Haidilao Singapore provided a festive hotpot dinner and interactive entertainment, including traditional performance segments. Cultural performances featuring pipa, guzheng, vocal, and guitar pieces enriched the programme, while Breakthrough Missions contributed to the stage segment. Coordinated planning ensured smooth operations throughout the evening.

Groups Impacted

Seniors benefitted from attentive volunteer engagement and meaningful intergenerational interaction. Youth volunteers strengthened service leadership,

event coordination, and teamwork competencies. Desistors and families participated within

Key Outcome

The event reinforced cross-sector collaboration and strengthened intergenerational bonds through coordinated service and shared celebration.

Conclusion

The dinner advanced community cohesion by combining cultural observance with structured volunteer engagement, reaffirming the collective effort required to sustain inclusive neighbourhood support.





Community Dinner 2025

23 February 2025

Guest of Honour
Mr Chee Hong Tat
Minister for Transport & Second Minister for Finance



MARCH 2025

JOINING NVPC’S STATE OF PLAY 2025 (HUG HEALERS PROGRAMME)

Event Highlights

- **Event Date:** 27 March 2025
- **Location:** Marina Bay Sands Expo & Convention Centre
- **Key Participants:** Representatives from community partners, volunteers, staff, and public visitors
- **Organised by:** NVPC
- **Key Partners:** HUG Community

Objectives

HUG Community participated in NVPC’s State of Play 2025 to strengthen sector collaboration and raise awareness of animal-assisted intervention under the HUG Healers Programme. The one-day trade fair provided an opportunity to position therapeutic care initiatives within broader discussions on mental wellbeing and community support.

Programme Highlights

HUG Community hosted an exhibition booth featuring live demonstrations with therapy dogs Courage, Mercy, and Holy. These sessions allowed attendees to observe animal-assisted engagement methods and understand their therapeutic application. Representatives engaged visitors in dialogue on mental wellbeing needs, service gaps, and partnership opportunities. The booth also received a visit from Minister Edwin Tong, whose engagement highlighted the importance of cross-sector collaboration in advancing community-based care initiatives.

Groups Impacted

Community organisations were introduced to alternative support modalities and potential collaborative partnerships. Members of the public gained exposure to accessible emotional and psychosocial support approaches. HUG Community strengthened its professional network and programme visibility within the social service ecosystem.

Key Outcome

The event expanded awareness of the HUG Healers Programme and facilitated new connections aligned with emerging sector needs.

Conclusion

Participation reinforced HUG Community’s role within the social sector landscape and supported continued advancement of collaborative, community-centred wellbeing initiatives.

Featured in Lianhe Zaobao

HUG Community was honoured to be featured in Lianhe Zaobao following our participation in NVPC’s State of Play 2025. The feature highlighted our work in strengthening community well-being through programmes such as the HUG Healers Programme and recognised the role of animal-assisted interventions in fostering meaningful social connections.

The article also explored Singapore’s evolving philanthropic landscape, noting an increase in donor participation despite a slight decline in overall donation amounts. HUG Community was privileged to be included in this broader discussion on charitable giving, sustainability, and the importance of collective efforts in supporting communities across Singapore.

Featured in Shin Min Daily News

In June 30 2025, HUG Community’s SG60 Threads of Unity Charity Gala was featured in Shin Min Daily News ahead of the event. The feature highlighted the Gala’s role in bringing together individuals across generations, including children, seniors, volunteers, therapy animal handlers, and community partners, in celebration of Singapore’s 60th year of independence.

The article showcased HUG Community’s flagship programmes, including HUGs Healers Programme and Mai Gong Bo Jio, and highlighted the positive impact of animal-assisted and intergenerational initiatives in fostering social connection and well-being. It also featured the contributions of volunteers, therapy animal teams, and corporate partners who supported the event.

2025年3月28日 星期五

筹获8700万元 12月创单月新高

Giving.sg去年善款减少但捐赠人数微增

Giving.sg平台由全国志愿服务与慈善中心运营，中心总裁苏利康在第二届乐善城市峰会上说，虽然平台去年全年筹得的善款较往年少，但12月筹得2720万元，12月31日那一天更筹到390万元，分别创下单月和单日善款新高。

杨佩 报道
huayong@ph.com.sg

本地筹款平台Giving.sg去年共筹到8700万元，比2023年的9460万元少了大约8%。捐款人数与往年相仿，但平均捐款减少了。捐款同生活开支、经济状况等因素有关。

Giving.sg平台由全国志愿服务与慈善中心运营，中心总裁苏利康在第二届乐善城市峰会（City of Good Summit）上说，虽然平台去年全年筹得的善款较往年少，但12月筹得2720万元，12月31日那一天更筹到390万元，分别创下单月和单日善款新高。

为了帮助慈善机构提高筹款效率，全国志愿服务与慈善中心举办首届“筹款论坛”（Fundraising Forum），分享筹款经验和最佳实践，并帮助机构与资助者建立联系。

天主教福利协会的代表黄清河在会场受访时说，希望能在论坛上与理念相近的慈善机构，并探讨合作可能，以及如何吸引更多年轻群体捐款或加入志愿服务。

唐振辉：SG60应关注社会结构韧性及包容

文化、社区及青年部长兼律政部第二部长唐振辉在乐善城市峰会上致辞时说，在庆祝建国60周年之际，除了期待经济增长或科技发展带来的进步，更要关注社会结构的韧性和包容性，要创造包容的社会，确保没有人落下。“国家发展进步的标淮位是生活开支与整体经济环境因素影响人们的福祉程度……不只是Giving.sg，其他平台和慈善机构的筹款情况。”

他称，政府将持续确保有相应的政策和资源，为有需要群体提供援助，他呼吁个人、企业和社会团体携手合作，共同打造仁爱、团结且有韧性的社会。

在全国志愿服务与慈善中心、淡马锡基金会和嘉新慈善马博和管理局共同推出“民间自愿志愿服务网络共效性”（ROCKS Together）计划下，志愿团体32



“爱心慈善”会联合乐善城市峰会同步举行，旨在与企业与慈善机构连接。峰会主席唐振辉（左二）参观会展时，在狗社区服务（HUG Community Services）展位了解为狗儿提供的疗愈服务。（李俊成摄）

Pago去年为近半区30个有4至10岁儿童的家庭，提供情绪学习及阅读课程，帮助这些孩子学习如何理解自己的情绪，如何与他人沟通。

负责设计课程的32 Pago联合创始人陈安（25岁，心理师）受访时说，这个合作计划帮助机构更好地确认有需要的家庭，也提供所需资源与资源。她说：

“看到孩子们参加课程后有进展，逐渐打开心扉，愿意和志愿者分享情绪和想法，跟家人的关系也更融洽，我感受到公益事业的意義。”

配合建国60周年，全国志愿服务与慈善中心与公益会的全国分享计划（SGSHARE）合作，推出多个支持不同群体的筹款项目。

文/林佩珊 图/受访者提供

属于他她它们的 慈善时装晚会

这是一场十分特别的慈善时装晚会，不仅因为参与者的年龄跨度特别大，从4岁到90岁，也因为他们来自不同背景，有学生团体、边缘少年（Youth-At-Risk）、年长者、义工，更有13只毛小孩和它们的主人，到时将一起穿上特别订制的SG60服装，献出人生“首秀”。

（左起）林佩珊、吕雪彤和杨慧慧都是爱狗人士

协调工作挑战大

“光听到这样的组合，你大概可以想象我在整个活动当中需要协调各方的难度了吧？不只是配合男女老少，还有毛小孩的时间和习性……”

慈善时装晚会负责人杨慧慧（35岁），在分享筹备活动的挑战时开玩笑地开场。

这场名为“SG60 Threads of Unity”的活动，由狗社区服务中心（HUG Community Services）主办。中心联合创始人杨慧慧受访时透露，中心每年都会举办筹款晚宴，但今年适逢新加坡建国60周年，他们想有点不一样的，于是决定结合中心的各个项目，包括拯救边缘少年、年长者关怀和疗愈犬计划等，共同呈现一场别开生面的慈善时装晚会。

这家位于大巴窑的中心，主要服务对象是青少年，包括边缘少年，中心几乎一年到头开放，随时为有需要者提供一个避风港。近年来，中心逐步扩大服务范围，包括在监狱开办培训工作坊，还推出了“Mai Gong Bo Jo”（福建话，意思是“别说没你”）的年长者周六茶叙，以及疗愈犬计划等。

“其中，疗愈犬计划是最受欢迎的项目，我们除了安排狗儿每周六出席茶叙，也不时带它们到疗养院去探访老人。它们一出现就像明星一样，总是能吸引很多目光，我们的青少年发来这里，其中一个目的也是想跟狗儿玩。”

在心理治疗和情感支持方面能够发挥积极作用，因此成为中心最热门的疗愈犬种。

吕雪彤（25岁）和她三岁大的金毛寻回犬Lane约一年多前加入“疗愈犬计划”。最令她印象深刻的是，有一次他们到疗养院去探访，一名老妇表示自己很怕狗，要求义工别让狗儿接近她。

不过，杨慧慧指出，不是每只狗都能成为疗愈犬，金毛寻回犬以其友善、忠诚和温顺的性格而闻名，

慈善时装晚会

盼能为中心筹得25万元

养了五只狗的杨慧慧（34岁）因工作忙碌，无法亲自参与，却借出其中4只，让它们与青少年一起上台。从她的观察，她的狗儿喜欢亲近人类，因此很享受当疗愈犬的过程。

即将登场的慈善时装晚会，获得了本地品牌ANS.EIN的支持。商家几个月前到中心特别开班教导书法，邀请他们写下对新加坡建国60年的祝福，过并把这些祝福语都印在布料上，推出充满爱国情怀的SG60红白服装系列，让人类和狗儿模特儿当晚穿着走秀。

仔细看，布料上印有四种官方语言的祝福语，如“国泰民安”、“Majulah Singapura”等字句，虽然十分简单，却是人民对国家最诚挚的祝福。

晚会门票目前已售罄，杨慧慧希望透过晚会能为中心筹得25万元，款项将用作资助中心各项计划的运作。晚会将于本周六（7月5日）傍晚在大巴窑一街的Plaza@128举行，预计约400人出席。晚会嘉宾是主理国教事务代部长兼内政部高级政务部长费纳尔。

美得好



APRIL 2025

SG60 INTERGENERATION CARE MOVEMENT CALLIGRAPHY WORKSHOP

Event Highlights

- **Event Date:** 2 April 2025
- **Location:** HUG Community Centre
- **Key Participants:** Approximately 60 participants, including students, elderly residents, and community volunteers
- **Organised by:** HUG Community Services
- **Key Partners:** Ans.Ein

Objectives

The SG60 Intergeneration Care Movement Calligraphy Workshop was organised to promote intergenerational interaction through shared creative activity while contributing to Singapore's 60th anniversary initiatives. The programme aimed to strengthen mutual understanding between youth and seniors within a structured, arts-based setting.

Programme Highlights

Facilitated by a calligraphy mentor, participants developed personalised pieces reflecting individual wishes and reflections. Students and elderly residents worked collaboratively in pairs and small groups, encouraging dialogue and shared learning. Representatives from Ans.Ein supported the session and outlined how completed artworks would be incorporated into wearable items for a future SG60 Community Fashion Show, with proceeds directed towards community causes.

Groups Impacted

Youth and elderly participants benefitted from sustained interaction and creative collaboration, reinforcing respect and equal contribution across generations. The broader community stands to benefit from the charitable component linked to the fashion showcase.

Groups Impacted

Youth and elderly participants benefitted from sustained interaction and creative collaboration, reinforcing respect and equal contribution across generations. The broader community stands to benefit from the charitable component linked to the fashion showcase.

Key Outcome

The workshop demonstrated how structured creative engagement can strengthen intergenerational cohesion and support cross-sector collaboration.

Conclusion

The programme reinforced unity through shared artistic expression and advanced HUG Community's commitment to inclusive intergenerational initiatives.





APRIL 2025

HUG-BEATTY SECONDARY SCHOOL ORIENTATION 2025

Event Highlights

- **Event Date:** 2 April 2025
- **Location:** HUG Community Centre
- **Key Participants:** 25 students from Beatty Secondary School
- **Organised by:** HUG Community Services

Objectives

The orientation was organised to introduce students to HUG Community Services' intergenerational programmes and establish a pathway for sustained youth volunteer engagement.

Programme Highlights

Students received certificates recognising their contributions to the Intergenerational Chinese New Year Community Dinner earlier in the year. The session included a volunteer appreciation lunch, fostering rapport between students and programme leaders. Participants were introduced to HUG's framework for community care, leadership development, and volunteer responsibility.

Groups Impacted

Students gained clarity on service pathways and strengthened their identity as emerging youth leaders. HUG Community benefitted from cultivating a committed volunteer cohort to support ongoing programmes serving elderly residents.

Key Outcome

The session strengthened youth engagement and reinforced mentorship within HUG's volunteer structure.

Conclusion

The orientation established a foundation for continued collaboration and long-term youth involvement in community care.





MAI GONG BO JIO – 5 APRIL 2025

Event Highlights

- **Event Date:** 5 April 2025
- **Location:** Block 200 Void Deck, Toa Payoh North
- **Key Participants:** 55 elderly residents and community members; 12 student volunteers
- **Organised by:** HUG Community Services
- **Key Partners:** Hai Di Lao

Objectives

This session focused on integrating new student volunteers into HUG's intergenerational care framework while maintaining consistent social engagement for elderly residents.

Programme Highlights

Twelve student volunteers, many participating for the first time, were introduced to the operational flow of the Saturday Coffee Corner. Under supervision, they supported beverage service, facilitated a bingo activity, and engaged seniors in conversation. The session also included a visit from Mr Chee Hong Tat, Minister for Transport and Second Minister for Finance, who interacted with residents and volunteers.

Groups Impacted

New volunteers developed foundational competencies in communication, empathy, and teamwork through hands-on exposure. Elderly participants benefitted from continued social interaction and attentive youth engagement.

Key Outcome

The session successfully supported volunteer onboarding while sustaining programme continuity.

Conclusion

Mai Gong Bo Jio demonstrated its dual role as a stable community platform and a structured training ground for emerging youth volunteers.





MAY 2025

MOTHER'S DAY MAI GONG BO JIO 2025

Event Highlights

- **Event Date:** 10 May 2025
- **Location:** Block 200 Void Deck, Toa Payoh North
- **Key Participants:** Approximately 80 participants, including mothers, elderly residents, and student and community volunteers
- **Organised by:** HUG Community Services
- **Key Partners:** Breakthrough Missions; Hai Di Lao

Objectives

The Mother's Day Mai Gong Bo Jio session was organised to recognise mothers within the community while strengthening intergenerational engagement through a shared celebration. The programme aimed to provide a welcoming setting where caregiving contributions were acknowledged and neighbourhood ties reinforced.

Programme Highlights

Approximately 80 participants attended the session. Student and community volunteers coordinated seating, hospitality, and refreshments, ensuring accessibility for elderly attendees. The programme included shared meals, live music, and dance performances by student volunteers. Breakthrough Missions and Hai Di Lao supported the breakfast provision. Mr Chee Hong Tat attended the event and presented flowers to mothers, underscoring the importance of recognising caregiving roles within the community.

Groups Impacted

Mothers and elderly residents benefitted from public appreciation and meaningful social interaction. Volunteers strengthened leadership and coordination skills through direct involvement in event management and hospitality.

Key Outcome

The session reinforced community cohesion and intergenerational participation while advancing volunteer development.

Conclusion

The event combined recognition and engagement, sustaining Mai Gong Bo Jio as a consistent platform for inclusive neighbourhood support.





Kiss92FM The Big Show TV Feature

Event Highlights

- **Event Date:** 13 May 2025
- **Location:** Kiss92FM – The Big Show TV, Singapore
- **Key Participants:** Reverend Jeffrey Mak, Pastor Grace Yeo, our pawlunteers Mercy and Courage
- **Organised by:** Kiss92FM

What was it?

On 13 May, HUG Community was honoured to be featured on The Big Show TV by Kiss92FM. Reverend Jeffrey Mak and Pastor Grace Yeo, accompanied by HUG Healers Programme pawlunteers Mercy and Courage, shared insights into HUG Community's work and the role of animal-assisted intervention especially in the emotional wellbeing among young people facing challenges in today's world.

Programme Highlights

Reverend Jeffrey Mak and Pastor Grace Yeo shared insights into HUG Community's work alongside pawlunteers Mercy and Courage. The discussion explored how animal-assisted support can provide comfort and connection for young people facing challenges.

Key Outcome

The engagement strengthened public understanding of the HUG Healers Programme and the value of animal-assisted support.



DRAGON BOAT FESTIVAL CELEBRATION – MAI GONG BO JIO 2025

Event Highlights

- **Event Date:** 31 May 2025
- **Location:** Block 200 Void Deck, Toa Payoh North
- **Key Participants:** Approximately 85 participants, including elderly residents, student volunteers, and community volunteers
- **Organised by:** HUG Community Services
- **Key Partners:** Hai Di Lao; Kim Choo Kueh Chang

Objectives

The Dragon Boat Festival session was organised to address social isolation among seniors through a culturally grounded communal gathering that encouraged intergenerational interaction.

Programme Highlights

Approximately 85 participants attended the session. Community and student volunteers coordinated hospitality and engagement, serving breakfast provided by Hai Di Lao. Traditional bak chang supplied by Kim Choo Kueh Chang were distributed to elderly participants, reinforcing the cultural significance of the festival. Volunteers supported seating arrangements, meal distribution, and activity flow, ensuring accessibility and comfort for elderly attendees.

Groups Impacted

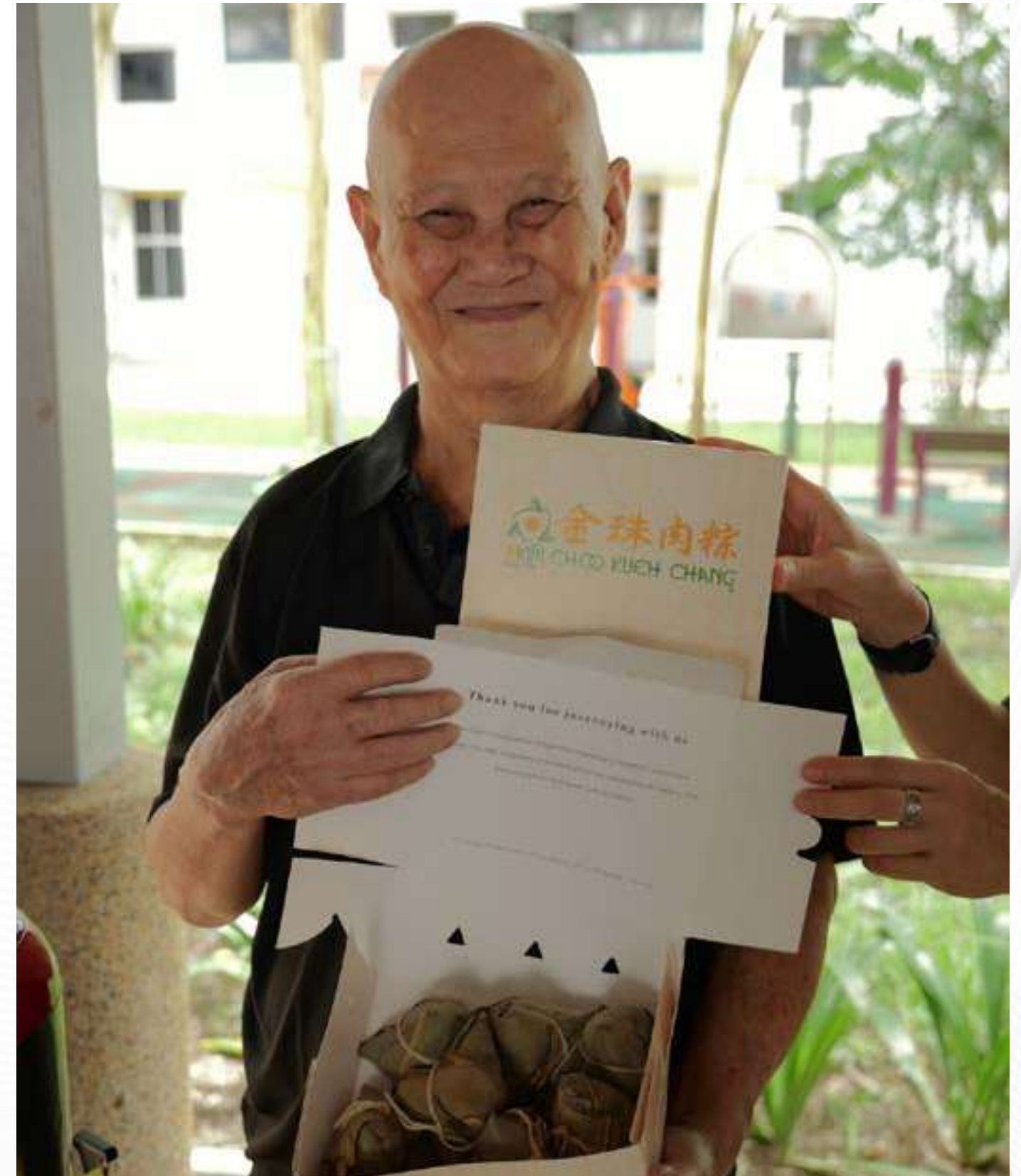
Elderly residents benefitted from cultural recognition, companionship, and structured social engagement within a familiar neighbourhood space. Student and community volunteers strengthened coordination, communication, and leadership competencies through active involvement in managing a tradition-based event.

Key Outcome

The gathering reinforced intergenerational ties and inclusive participation.

Conclusion

The celebration demonstrated how cultural observances can support neighbourhood cohesion and sustained community engagement.







JUNE 2025

FATHER’S DAY MAI GONG BO JIO 2025

Event Highlights

- **Event Date:** 14 June 2025
- **Location:** Block 200 Void Deck, Toa Payoh North
- **Key Participants:** Approximately 60 participants, including fathers, elderly community members, youth volunteers, and desistors
- **Organised by:** HUG Community Services
- **Key Partners:** Hai Di Lao

Objectives

The Father’s Day Mai Gong Bo Jio session was organised to recognise fathers within the community while reinforcing inclusive intergenerational engagement. The programme aimed to provide a respectful and supportive setting where caregiving roles, including those shaped by complex family circumstances, could be acknowledged within the broader community.

Programme Highlights

Approximately 60 participants gathered for a morning of informal interaction and shared appreciation. Youth volunteers coordinated hospitality and programme flow, gaining practical experience in event organisation. Desistors took on active roles in supporting operations, contributing to the smooth delivery of the session. Mr Chee Hong Tat attended and personally engaged with participants, distributing chocolates and conversing with fathers and elderly residents, underscoring the value of everyday contributions within families and neighbourhoods.

Groups Impacted

Fathers and elderly participants benefitted from recognition and social inclusion in a familiar community space. Desistors experienced positive participation that supported reintegration. Youth volunteers strengthened leadership, communication, and coordination competencies.

Key Outcome

The session strengthened social bonds across generations and reinforced inclusive participation within community programmes.

Conclusion

The Father’s Day gathering affirmed the importance of recognising caregiving roles and sustaining accessible spaces that support dignity, belonging, and shared responsibility.





Capital 958 Radio Feature

Event Highlights

- **Event Date:** 27 June 2025
- **Location:** Capital 958, Singapore
- **Key Participants:** Reverend Jeffrey Mak and Dr Lee Cheng
- **Organised by:** Capital 958

What was it?

Reverend Jeffrey Mak and Dr Lee Cheng shared insights on the impact of the HUG Healers Programme, discussing how interactions with animals can provide comfort, companionship, and a safe space for emotional expression. The broadcast also explored the value of community-based approaches in supporting mental wellbeing.

Groups Impacted

The programme reached a broad public audience, increasing understanding of animal-assisted support and its potential benefits for young individuals facing emotional and social challenges.

Key Outcome

The feature enhanced public awareness of the HUG Healers Programme and contributed to broader conversations on mental wellbeing and innovative support approaches.



JULY 2025

SG60 THREADS OF UNITY

Event Highlights

- **Event Date:** 5 July 2025
- **Location:** Plaza @ 128 Lorong 1 Toa Payoh
- **Key Participants:** Approximately 400 attendees, including 26 models and 20 volunteers
- **Organised by:** HUG Community Services
- **Key Partners:** Ans.Ein; Breakthrough Missions; Haidilao Singapore

Objectives

SG60 Threads of Unity was organised as an intergenerational fundraising fashion show to commemorate Singapore’s 60th anniversary while advancing social inclusion and community leadership. The programme sought to provide a visible platform for seniors, youth volunteers, and desistors to participate collectively in a national celebration.

Programme Highlights

The runway showcase featured seniors, youth volunteers, and desistors modelling outfits incorporating calligraphy artwork developed through earlier community workshops in collaboration with Ans.Ein. Youth volunteers supported backstage coordination and assisted with therapy animals featured under the HUG Healers Programme segment. The programme included speeches by desistor family members and a medical professional addressing mental health awareness and rehabilitation pathways. Minister Muhammad Faishal Ibrahim attended the event, reinforcing institutional support. Proceeds were directed towards sustaining HUG’s programmes for vulnerable groups.

Groups Impacted

Desistors benefited from public visibility supporting social reintegration. Seniors experienced meaningful participation, while youth volunteers developed leadership

and event management skills. The wider community gained exposure to inclusive narratives surrounding rehabilitation and care.

Key Outcome

The event strengthened public acceptance and supported programme sustainability through fundraising.

Conclusion

The programme demonstrated how shared artistic and community participation can advance inclusive neighbourhood engagement.





Organized by:



In Collaboration With:

ANS.EIN
a division of



Official Venue Partner:



SG60 Threads of Unity Inter-generational Fundraising Fashion Show



PROJECT PAWSITIVE LAUNCH AT HWA CHONG INSTITUTION

Event Highlights

- **Event Date:** 25 July 2025
- **Location:** Hwa Chong Institution
- **Key Participants:** Approximately 350 students; 5 student volunteer leaders; therapy dogs
- **Organised by:** HUG Community, in partnership with Hwa Chong Institution
- **Key Partners:** Hwa Chong Institution

Objectives

The launch of Project Pawsitive introduced a student-led mental wellbeing initiative designed to provide psychosocial support through structured interaction with certified therapy animals within a school setting.

Programme Highlights

Conducted during the school's Community Sports Meet Pet Booth, the initiative engaged approximately 350 students. Participants interacted with therapy dogs Courage, Mercy, and Holy under the supervision of the HUG Healers Programme team and student handlers. Student volunteers facilitated conversations on emotional wellbeing and outlined the programme's purpose.

Groups Impacted

Students benefitted from access to an approachable wellbeing resource within a familiar environment. Student leaders strengthened facilitation and communication skills, while the school community reinforced collaboration with HUG Community.

Key Outcome

The launch generated strong engagement and positive responses, supporting peer-led wellbeing initiatives.

Conclusion

Project Pawsitive reflected the capacity of youth-led initiatives to contribute meaningfully to mental wellbeing within educational settings.





AUGUST 2025

NATIONAL DAY MAI GONG BO JIO 2025

Event Highlights

- **Event Date:** 2 August 2025
- **Location:** Block 200 Void Deck, Toa Payoh North
- **Key Participants:** Approximately 150 residents, including elderly beneficiaries, families, youth and community volunteers, and desistors
- **Organised by:** HUG Community Services
- **Key Partners:** Hai Di Lao

Objectives

The National Day Mai Gong Bo Jio gathering was organised as part of Singapore’s SG60 celebrations to strengthen neighbourly ties and promote intergenerational connection through a shared civic occasion. The programme aimed to provide an inclusive environment where residents could collectively commemorate National Day while reinforcing local social cohesion.

Programme Highlights

Approximately 150 participants attended the communal breakfast, which featured local dishes supported by volunteer-led hospitality and coordination. Youth and community volunteers ensured accessibility for elderly attendees and supported programme flow. Informal engagement between residents and community stakeholders took place throughout the session. The presence of Mr Chee Hong Tat, Minister for National Development, and Ms Elysa Chen, Member of Parliament for Bishan–Toa Payoh GRC, underscored institutional recognition of ground-up community initiatives.

Groups Impacted

Elderly residents benefitted from attentive support and festive participation. Families and younger residents engaged in intergenerational interaction, while volunteers strengthened leadership and coordination skills. Desistors participated as part of the broader community.

Key Outcome

The gathering reinforced unity and demonstrated strong volunteer engagement in neighbourhood programming.

Conclusion

The celebration affirmed the role of shared national occasions in sustaining belonging and community connection.







MARINE CRESCENT NATIONAL DAY PETS CARNIVAL 2025

Event Highlights

- **Event Date:** 9 August 2025
- **Location:** Marine Crescent
- **Key Participants:** Approximately 1,000 residents and visitors; supported by 9 volunteers and 3 therapy dogs
- **Organised by:** Marine Crescent Residents' Network
- **Key Partners:** HUG Community (HUG Healers Programme)

Objectives

HUG Community participated to raise awareness of animal-assisted intervention and its contribution to emotional wellbeing within community settings.

Programme Highlights

The team hosted an informational booth featuring guided interaction sessions with therapy dogs Courage, Mercy, and Holy. Volunteers facilitated safe engagement and conducted public education on the training and therapeutic value of animal-assisted work. Pastor Jeff and Dr Lee Cheng delivered a stage segment addressing therapy certification, stress reduction, and confidence-building benefits.

Groups Impacted

Families and seniors experienced positive engagement with therapy animals. Volunteers developed public communication skills, and residents gained awareness of accessible wellbeing resources.

Key Outcome

The event increased public interest in the HUG Healers Programme and strengthened outreach visibility.

Conclusion

Participation demonstrated how community events can support inclusive and approachable wellbeing engagement.







SINGAPORE POOLS “WEEKEND WITH A HEART” 2025

Event Highlights

- **Event Date:** 16–17 August 2025
- **Location:** National Stadium
- **Key Participants:** Members of the public, Singapore Pools staff, and 8 student volunteers
- **Organised by:** Singapore Pools
- **Key Partners:** Hai Di Lao

Objectives

HUG Community participated to increase public awareness of its programmes and reinforce corporate partnership engagement.

Programme Highlights

Over two days, HUG hosted an informational booth introducing Mai Gong Bo Jio and the HUG Healers Programme. Student volunteers facilitated conversations on volunteerism and programme impact. Taixin and Cherie participated in a dialogue with Mr Jeffrey Seow, Acting Minister for Transport, while Pastor Grace Yeo attended the cheque presentation ceremony.

Groups Impacted

The public gained understanding of community service initiatives. Student volunteers strengthened confidence and communication skills. HUG Community benefitted from increased visibility and financial support through Football With A Heart.

Key Outcome

The initiative reinforced corporate–community collaboration and programme sustainability.

Conclusion

Participation highlighted the importance of partnership and public engagement in sustaining inclusive community care.





PROJECT PAWSATIVE (SECOND RUN) AT HWA CHONG INSTITUTION

Event Highlights

- **Event Date:** 22 August 2025
- **Location:** Hwa Chong Institution Well-Being Centre
- **Key Participants:** Hwa Chong Institution students and student volunteers
- **Organised by:** Hwa Chong Institution
- **Key Partners:** HUG Community (HUG Healers Programme)

Objectives

The second run of Project Pawsative continued to provide structured emotional support through supervised animal-assisted interaction within the school environment.

Programme Highlights

Student volunteers facilitated sessions supported by therapy dogs Courage, Mercy, and Holy, alongside a therapy rabbit, Awesome. Participants engaged in calm, supervised interaction, with student facilitators ensuring inclusive and safe participation.

Groups Impacted

Students benefitted from accessible wellbeing support, while volunteers strengthened leadership and facilitation competencies. HUG Community reinforced educational partnership engagement.

Key Outcome

The programme sustained peer-led wellbeing efforts aligned with the HUG Healers Programme.

Conclusion

The second run confirmed the continued relevance of youth-led animal-assisted initiatives in supporting school-based emotional well-being.





SEPTEMBER 2025

PROJECT PAWSITIVE OFFICIAL LAUNCH (HUG HEALERS PROGRAMME)

Event Highlights

- **Event Date:** 13 September 2025
- **Location:** HUG Community Services
- **Key Participants:** Hwa Chong Institution student volunteers, school leaders, mentors, and HUG representatives
- **Organised by:** HUG Community Services

Objectives

The official launch of Project Pawsitive marked a formal milestone for the student-led wellbeing initiative developed under the HUG Healers Programme. The event aimed to recognise sustained student leadership, affirm mentorship support, and present the programme's development and impact to community stakeholders.

Programme Highlights

Student volunteers delivered structured presentations outlining the programme's objectives, implementation journey, and observed outcomes over the preceding year. The launch was attended by Mr Chee Hong Tat, Minister for National Development, alongside school leaders and mentors, including the Deputy Principal of Hwa Chong Institution. Remarks from educators and mentors highlighted the students' consistency and commitment. Tokens of appreciation were presented to acknowledge collaborative support, reinforcing the cross-sector nature of the initiative.

Groups Impacted

Student volunteers benefitted from formal recognition of their leadership and service contributions. Educators and mentors observed tangible outcomes of youth-led care initiatives, while HUG Community reinforced its role in supporting structured student wellbeing programmes.

Key Outcome

The launch strengthened institutional confidence in youth-led mental wellbeing initiatives and affirmed sustained partnership between school and community stakeholders.

Conclusion

The event underscored the capacity of students to design and deliver meaningful wellbeing initiatives when supported by mentorship and collaborative partnership.





PAWS AT THE KAMPONG (HUG HEALERS PROGRAMME)

Event Highlights

- **Event Date:** 27 September 2025
- **Location:** Block 669A Choa Chu Kang Crescent
- **Key Participants:** Community residents, including children, families, and community members
- **Organised by:** Singapore Pools
- **Key Partners:** Yew Tee CC

Objectives

PawsatTheKampong was organised to promote emotional wellbeing and confidence-building through structured animal-assisted interaction within a neighbourhood setting.

Programme Highlights

The HUG Healers team facilitated guided engagement sessions featuring therapy dogs Courage, Mercy, and Holy, alongside therapy rabbits Joyjoy and Blessing. Volunteers ensured calm, safe interaction, particularly for participants who were initially hesitant. Pastor Jeff addressed questions and provided reassurance, supporting inclusive participation and gradual engagement.

Groups Impacted

Children and families benefitted from positive exposure to therapy animals, while residents experienced increased social interaction in a supportive environment. Volunteers strengthened facilitation and engagement competencies.

Key Outcome

Participants demonstrated increased comfort and willingness to interact with therapy animals, reflecting effective programme delivery.

Conclusion

The initiative reinforced the role of accessible community-based engagement in supporting emotional wellbeing and inclusive participation.







OCTOBER 2025

MID-AUTUMN FESTIVAL CELEBRATION 2025

Event Highlights

- **Event Date:** 5 October 2025
- **Location:** HUG Community, Block 200 Toa Payoh
- **Key Participants:** Approximately 150 participants, including elderly residents, youth volunteers, and community members
- **Organised by:** HUG Community Services

Objectives

The Mid-Autumn Festival Celebration was organised to strengthen intergenerational bonds through shared cultural tradition while providing elderly participants with structured social engagement. The programme aimed to reinforce continuity of heritage within a supportive neighbourhood setting.

Programme Highlights

Approximately 150 participants gathered for the evening celebration. A lantern parade formed the centrepiece of the programme, with elderly participants carrying lanterns symbolising reunion and continuity. Youth volunteers contributed musical performances and coordinated communal singing, encouraging inclusive participation. Volunteers managed logistics and accessibility to ensure comfort for seniors. Mr Chee Hong Tat attended and joined the lantern walk, engaging directly with elderly participants and reinforcing recognition of community-led initiatives.

Groups Impacted

Elderly participants benefitted from companionship and cultural familiarity in a structured environment. Youth volunteers strengthened empathy, confidence, and organisational skills. The wider community experienced strengthened cohesion through collective celebration.

Key Outcome

The event promoted meaningful intergenerational interaction and reinforced shared cultural identity.

Conclusion

The celebration demonstrated how cultural observance can sustain connection, continuity, and inclusive neighbourhood engagement.







RAFFLES GIRLS' SCHOOL COMMUNITY AND MAKERS' FAIR 2025

Event Highlights

- **Event Date:** 30 October 2025
- **Location:** Raffles Girls' School
- **Key Participants:** Approximately 250 students and visitors; supported by 12 HUG student and alumni volunteers
- **Organised by:** Raffles Girls' School
- **Key Partners:** Raffles Girls' School

Objectives

HUG Community participated in the Community and Makers' Fair to introduce students to volunteer pathways and strengthen youth engagement in intergenerational and wellbeing initiatives.

Programme Highlights

HUG hosted an outreach booth staffed by student volunteers and alumni currently studying at Raffles Institution. Alumni mentors engaged juniors in conversations about service learning and civic responsibility. The booth introduced key programmes, including Mai Gong Bo Jio and the HUG Healers Programme, outlining opportunities for sustained involvement. Informal dialogue encouraged student reflection on empathy and community contribution.

Groups Impacted

Students gained exposure to structured volunteer opportunities and peer mentorship. Volunteers strengthened leadership and outreach competencies. HUG Community expanded awareness of its programmes within a school environment.

Key Outcome

The fair generated interest in future volunteering and reinforced school–community partnership.

Conclusion

Participation supported youth development and strengthened pathways for sustained student engagement in community care.







“悬崖勒马为时
不晚，浪子回头
金不换。”

*“It’s never too late to pull back from the brink.
A prodigal who returns is more precious than gold.”*

NOVEMBER 2025

COMMUNITY VOID DECK PAINTING AT MAI GONG BO JIO

Event Highlights

- **Event Date:** 15 November 2025
- **Location:** Block 200, Toa Payoh North
- **Key Participants:** Approximately 30 participants, including elderly residents, students, desistors, volunteers, and community partners
- **Organised by:** HUG Community Services
- **Key Partners:** Yellow Ribbon Singapore

Objectives

The Community Void Deck Painting initiative was organised to refresh the Mai Gong Bo Jio space while strengthening relationships among residents, volunteers, and community partners. The programme aimed to combine placemaking with inclusive participation, reinforcing shared responsibility for a common neighbourhood space.

Programme Highlights

Approximately 30 participants collaborated to repaint and decorate the walls of the Mai Gong Bo Jio area. The activity brought together elderly residents, students, new volunteers, desistors, and representatives from Yellow Ribbon Singapore. Participants worked in teams, allowing informal interaction and dialogue to take place alongside the physical revitalisation of the space. The refreshed environment enhanced the visual appeal and functionality of a site regularly used for intergenerational gatherings.

Groups Impacted

Elderly residents benefitted from improvements to a familiar community venue. Students and volunteers gained hands-on exposure to collaborative service. Desistors participated as active contributors, supporting reintegration within the neighbourhood.

Key Outcome

The initiative strengthened ownership of the shared space and reinforced inclusive participation across diverse groups.

Conclusion

The project demonstrated how collective action can enhance both the physical environment and social cohesion within a community.











HUG



MAI GONG BO JIO SECOND ANNIVERSARY CELEBRATION 2025

Event Highlights

- **Event Date:** 22 November 2025
- **Location:** Block 200, Toa Payoh North
- **Key Participants:** Approximately 200 residents, volunteers, desistors, and community partners
- **Organised by:** HUG Community
- **Key Partners:** Yellow Ribbon Singapore; Hai Di Lao Singapore; Durian Grandpa Pte Ltd

Objectives

The Second Anniversary Celebration marked two years of sustained intergenerational engagement under the Mai Gong Bo Jio initiative. The event aimed to recognise collective contributions and reaffirm commitment to inclusive community support.

Programme Highlights

Approximately 200 participants attended the commemorative gathering. A central highlight was the unveiling of a new community mural co-created by residents, volunteers, and partners from Yellow Ribbon Singapore. The mural symbolised shared ownership and continuity. The event was attended by Mr Chee Hong Tat, Ms Shie Yong Lee, Commissioner of Prisons, and Mr Sunny Lee, Chief Executive of Yellow Ribbon Singapore, reinforcing cross-sector support for the programme.

Groups Impacted

Residents experienced recognition and continuity within a trusted community setting. Desistors participated as contributors, strengthening reintegration. Volunteers and partners reaffirmed collaborative commitment.

Key Outcome

The anniversary reflected sustained participation, stable partnerships, and continued community trust.

Conclusion

The celebration reinforced Mai Gong Bo Jio's role as an inclusive neighbourhood platform built on shared responsibility and consistent engagement.











DECEMBER 2025

WINTER SOLSTICE TANGYUAN GATHERING (INTERGENERATIONAL CARE MOVEMENT)

Event Highlights

- **Event Date:** 19 December 2025
- **Location:** Block 200, Toa Payoh North
- **Key Participants:** Approximately 70 participants, comprising elderly participants and community volunteers
- **Organised by:** HUG Community Services

Objectives

The Winter Solstice Tangyuan Gathering was organised under the Intergenerational Care Movement to honour a traditional cultural observance while strengthening social connection among elderly participants. Conducted following our regular bi-weekly exercise session, the programme aimed to provide continuity of engagement and reinforce cultural familiarity within a structured community setting.

Programme Highlights

Community volunteers prepared and hand-rolled tangyuan, which were served to elderly participants during a shared tea break. The activity centred on the cultural significance of tangyuan as a symbol of reunion, wholeness, and seasonal transition. The relaxed format encouraged informal conversation and shared reflection. The simplicity of preparation and sharing reinforced collective participation of everyone within the community.

Groups Impacted

Elderly participants benefitted from companionship and cultural continuity, particularly those who associated the Winter Solstice with family traditions and intergenerational care. Volunteers gained meaningful engagement opportunities rooted in shared heritage and service.

Key Outcome

The gathering reinforced emotional wellbeing and strengthened intergenerational bonds through cultural practice.

Conclusion

The programme demonstrated how consistent traditions can sustain connection, belonging, and continuity within a community care framework.







FUNDRAISING YEAR END CORPORATE DINNER

Event Highlights

- **Event Date:** 22 December 2025
- **Location:** 1 Farrer Hotel, Jia He Grand Chinese Restaurant
- **Key Participants:** Our Patron, Mr Chee Hong Tat and our fundraising partners and sponsors
- **Organised by:** HUG Community

Objectives

To provide a meaningful platform for HUG Community to engage corporate partners, sponsors, and community stakeholders in support of our mission of rehabilitation, reintegration, and community care, while raising \$210,000 to sustain and expand programmes that empower vulnerable individuals and strengthen community well-being.





SPONSOR & DONOR ACKNOWLEDGEMENT

We gratefully acknowledge the generous support of all our sponsors and donors. The placement and arrangement of logos in this Annual Report are for design and layout purposes only and do not indicate any order of recognition, level of contribution, or endorsement.





















WE PARTNER WITH...



TESTIMONIES



ANGELA LAM

My support for Hug Community comes from a place of deep gratitude. As a teenager, my husband benefited from the care, guidance, and encouragement provided by the organisation during a pivotal season of his life. Witnessing the positive impact that support had on his journey has given me a profound appreciation for the important work Hug does for vulnerable youths and families. It is a reminder that behind every success story is often someone who chose to believe in a young person when they needed it most.

As a donor, I believe in supporting organisations that create meaningful and lasting change. Hug Community is one of those rare organisations that not only meets immediate needs but also invests in the long-term well-being and potential of every individual it serves. Knowing that my contribution can help provide guidance, opportunities, and hope to someone facing life's challenges makes giving especially meaningful. Every donation represents more than financial support, it is an investment in people and in the belief that every young person deserves the opportunity to thrive, regardless of their circumstances. I am grateful for the difference Hug Community has made in our lives, and it is a privilege to play a small part in helping the organisation continue its mission.

My hope is that Hug Community will continue to touch many more lives in the years ahead, empowering youths and strengthening families through compassion, encouragement, and unwavering support. If my contribution can help even one more young person discover hope and a brighter future, it is an investment well made.



ALEX

I first met Pastor Jeff more than a decade ago when I was around 17 years old. I was introduced to him through a Christian friend, as they attended the same church. At that point in my life, I was a very rebellious teenager who often made poor decisions and got into trouble. Things eventually escalated to the point where I became involved in a serious court case. During that difficult period, I felt lost and believed that there was no way out of my situation. I remember one of the first things I told Pastor Jeff was, "I don't have any money to engage you to help me." Deep down, I was thinking, "Just leave me alone. I know what's coming for me." His reply shocked me. He looked at me and said, "Son, trust me. If I can still see hope in you, why are you not giving yourself a chance? And I don't need you or your family to pay me a single cent." Those words stayed with me. For the first time in a long while, someone saw something in me that I couldn't see in myself. At that moment, I decided to trust him and gave him one condition: "Please don't give me false hope." Pastor Jeff did exactly what he promised. He walked alongside me through one of the darkest seasons of my life, guiding and encouraging me every step of the way. What impacted me even more was that his care did not stop when the court case was over. He continued to journey with me, regularly checking in on me, visiting my parents, counselling them, and keeping them updated on my progress. He genuinely cared not only about me, but also about my family. Today, I am grateful to be running my own business in the interior design industry. Looking back, I realise that many of the values, perspectives, and life lessons I carry today were shaped through the countless conversations, guidance, encouragement, and advice that Pastor Jeff shared with me over the years. The HUG Community and Pastor Jeff helped me see a future beyond my mistakes. They believed in me when I struggled to believe in myself, and that belief played a significant role in shaping the person I am today.



PASTOR SIMON NEO, BREAKTHROUGH

Hi Ps Grace, shalom ! Ps Simon asked me to send you the below message HUG Community Services' annual report 2025. It is with great joy and gratitude that I extend my warmest greetings to HUG Community Services as you reflect on another meaningful year of service and impact. Over the years, Breakthrough Missions has been privileged to partner with HUG Community Services in serving individuals and families facing various life challenges. Through our shared commitment to restoring hope, strengthening lives, and empowering communities, we have witnessed many inspiring stories of transformation, resilience, and new beginnings. At Breakthrough Missions, we firmly believe that every person deserves an opportunity to rebuild their lives and discover their God-given purpose. We are deeply encouraged by HUG's dedication in journeying alongside those in need with compassion, professionalism, and unwavering care. Together, our collaboration has enabled us to extend support beyond programmes and services, creating meaningful pathways for healing, reintegration, and personal growth.

As we look ahead, we remain excited about the opportunities to deepen our collaboration and continue making a positive difference in the lives of those we serve. May our collective efforts continue to bring hope where there is despair, restoration where there is brokenness, and encouragement where it is most needed.

Congratulations to HUG Community Services on your achievements in 2025. We pray for God's continued wisdom, favour, and blessings upon your leadership, staff, volunteers, and beneficiaries as you carry forward this important mission.



HAIDILAO

海底捞非常荣幸能够与 **HUG Community Services** 长期同行，一起支持社区关怀工作。通过 MGBJ 每周六早餐关怀计划，我们看见一份简单的餐食，不仅能带来温饱，更能传递陪伴、尊重与温暖。社区服务需要许多人持续用心投入，我们也很感恩能够以自己的方式参与其中，为有需要的家庭和居民尽一份力。感谢 HUG 一直以来对社区的坚持与付出，也感谢所有参与其中的义工和团队，让这份关怀能够被持续传递。

Haidilao is truly honoured to have been a long-term partner of HUG Community Services in supporting meaningful community care initiatives. Through the MGBJ Saturday breakfast programme, we have seen how a simple meal can offer not only nourishment, but also companionship, dignity, and warmth. Community service requires the continuous dedication of many hands and hearts, and we are grateful to be able to contribute in our own way to families and residents in need. We sincerely appreciate HUG's ongoing commitment to the community, as well as the volunteers and team members whose efforts make this care possible.



TAIXIN, STUDENT VOLUNTEER

My journey with HUG Community began through a school project, Project Pawsitive, which aimed to promote human mental well-being through animal-assisted therapy. While researching potential partners, my team came across HUG's Healer Programme, and we were immediately drawn to how closely it aligned with our vision. That was how I first became involved with HUGs, and it quickly turned into something more meaningful than a school project.

Over time, I have had the privilege of meeting amazing mentors like Pastor Jeff, Pastor Grace, and other dedicated members of the team. Under their guidance, I learned valuable lessons not only about volunteering but about empathy, patience and understanding people from all walks of life. The sessions were filled with heart-warming moments that reminded me of the genuine impact compassion can have.

Through working closely with therapy dogs, I also discovered how powerful animal-assisted interactions can be in breaking down emotional barriers. Watching how a simple moment with a calm, gentle dog can bring out a smile or spark a conversation has deepened my belief in the importance of empathy and connection. These experiences have strengthened my passion for using animals as a bridge for healing and comfort. I hope to continue growing under the mentorship of HUG Community, further develop my dog-handling skills, and play a meaningful role in serving the community, bringing both people and animals together to create moments of hope and healing.



ESTELLE, STUDENT VOLUNTEER

Participating as a model in the Threads of Unity charity gala organised by HUGS Community Services was a truly meaningful and eye-opening experience for me. The event brought together people from all walks of life, from youths to seniors, and highlighted how each individual story contributes to a larger, shared community.

As a model, I felt that I was not just presenting clothing, but also representing the values behind the event. The garments symbolised unity and collective hope, which made the experience feel purposeful rather than purely aesthetic. Being part of this showcase allowed me to better appreciate how creativity and community service can come together to inspire and connect people.

What impacted me most was witnessing the spirit of inclusivity throughout the event. Everyone — volunteers, participants, and beneficiaries — played a role in creating an environment where people felt seen and valued. It reinforced for me how small contributions can come together to form something much greater. Overall, my experience at Threads of Unity has deepened my appreciation for community work and strengthened my desire to continue contributing to meaningful causes in the future.



CHERIE, STUDENT VOLUNTEER

Being a student leader at HUG Community Services has been a really meaningful experience that's helped me grow both as a person and as a leader. One of the main programmes I took part in was Mai Gong Bo Jio (MGBJ), where I helped serve breakfast to the elderly and spent time playing games like bingo with them.

Through this, I learnt how important it is to show empathy, be patient, and build genuine connections with the people I serve. I also realised that being a leader isn't just about giving directions, but it's about taking responsibility, being accountable, and setting a good example for others. Taking part in different events has also taught me a lot about programme planning, teamwork, and engaging with the public.

Overall, these experiences have helped me become more confident and mature, and I'm really thankful for the chance to give back to the community while picking up valuable lessons along the way.



JOSEPH, STUDENT VOLUNTEER

Earlier this year, during my June holiday break, I decided to sign up for a volunteering organisation to spend my time more meaningfully by helping vulnerable communities. I chose HUG because of its proximity, as being in my neighbourhood allowed me to observe the positive impacts HUG brought to the residents better. HUG as an organisation has allowed me to serve the residents and better improve me as a person, to be more compassionate, kind and helpful.

During my first few sessions of HUG, I was tasked as a student volunteer to help serve the residents participating in the weekly Mai Gong Bo Jio. There, I was encouraged to strike up conversations with the elderly residents as I bought them food. It was initially a bit awkward, but after a while, the ice broke, and they were sharing their personal experiences with me, allowing me to learn a lot about their day-to-day lives. Students like us rarely have an opportunity to interact with seniors other than our grandparents, so such an opportunity proved to be extremely valuable.

One feature of HUG that really stands out to me is not only the intergenerational approach of volunteering, but also that its members are diverse across age groups, with not just students in secondary, tertiary, working adults and senior citizens all coming together to serve the community. Following the initial sessions I had, I then had my position serving food to the residents. It was there that I was able to interact and befriend other volunteers and meet other like-minded people. Overall, I enjoyed my experience very much at HUG, being able to volunteer my services as needed for the community. It has truly made me kinder and more helpful.



NATHAN, DESISTOR

There was a time in my life when I made poor choices and surrounded myself with the wrong crowd. I fell in with people who were involved in scamming, and I chose to join them. Through my actions, I caused harm to many lives and families, and I take responsibility for the damage I helped create. That season of my life led me into trouble with the law and could have defined my future. In the midst of that darkness, I met Pastor Jeff, who chose not to judge me by my past but to journey with me toward change. He walked alongside me, spoke truth into my life, and helped shape my character. Through his guidance, I began to see that my life could be different. Subsequently, I was sentenced to prison. Even then, my story was not over. After my release, Pastor Grace gave me an opportunity when many would not. She believed in me, offered me work, and mentored me on what it means to build a career, face life's challenges with integrity, and take responsibility for my future.

Pastor Jeff and Pastor Grace opened doors for me, taught me how to be a man of character, and helped me recognise opportunities in the marketplace instead of continuing in destructive patterns. Without their guidance, correction, and belief in me, I would not be who I am today. I am deeply grateful for the grace shown to me, for the second chance I was given, and for the people God used to transform my life. I am also honoured and thankful to have received the Yellow Ribbon Advocates of Second Chances – Desistors Merit Award. This recognition is not mine alone; it is a reflection of the guidance, support, and belief that Pastor Jeff and Pastor Grace have poured into my life. Their investment in me made this milestone possible, and I carry it as a reminder to continue walking in purpose and integrity.

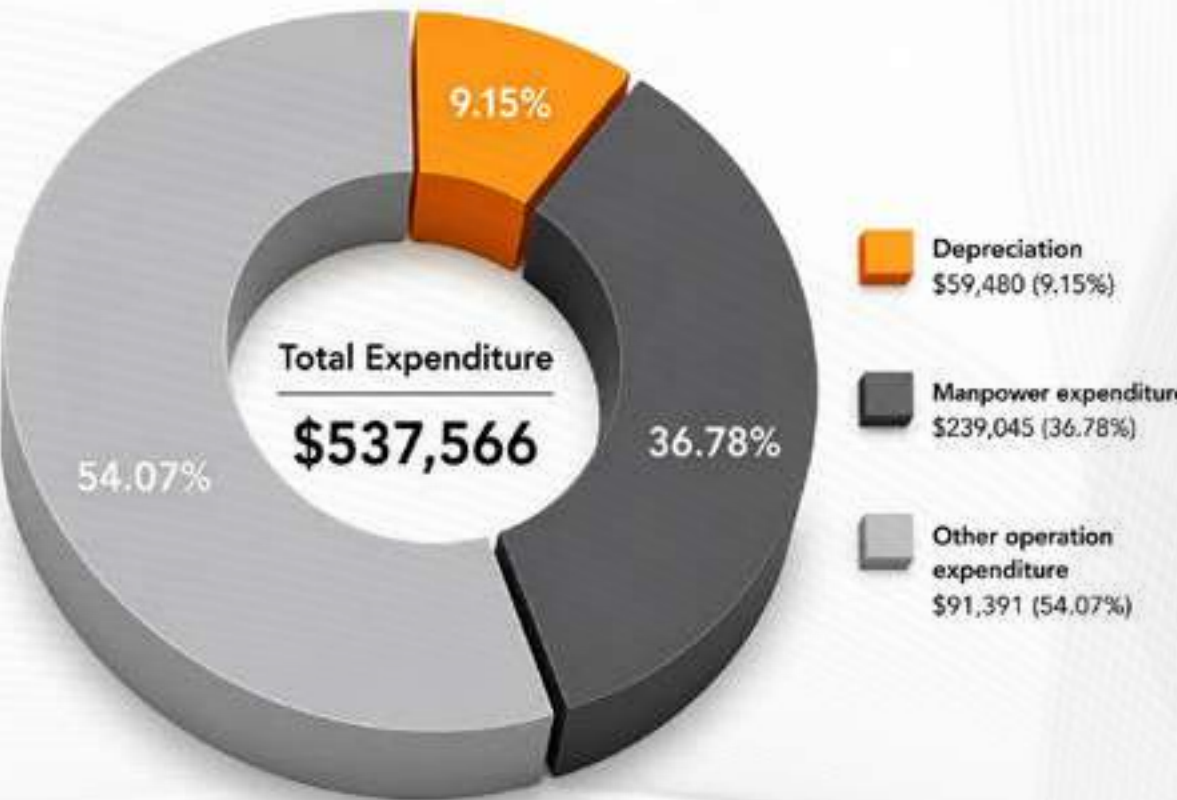
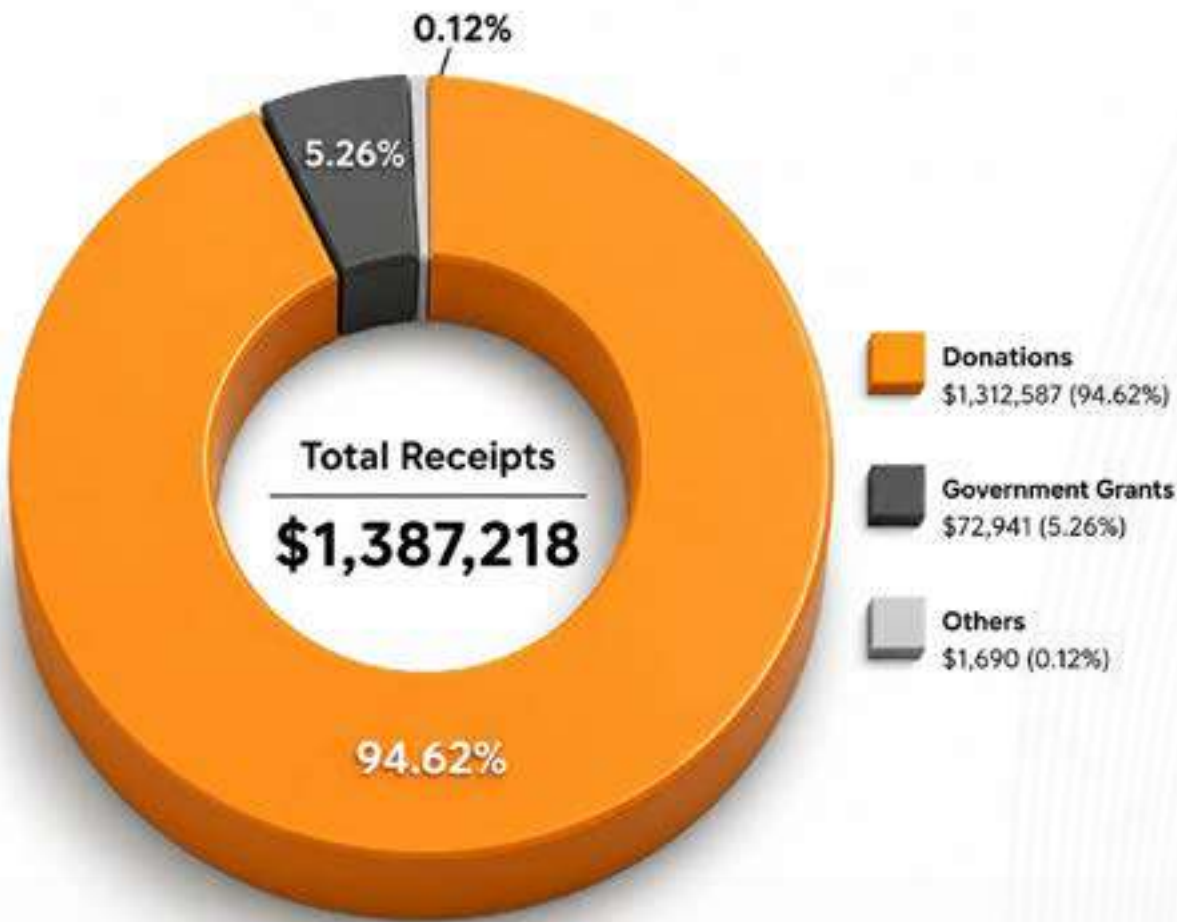
FINANCIAL HIGHLIGHTS

FINANCIAL HIGHLIGHTS

HUG Community Services Limited (HCSL) is committed to the prudent use of its resources. HCSL ensures cost-effectiveness and accountability in carrying out its operations. Financial controls and procedures are put in place for transparency and accountability to improve corporate governance, safeguarding the integrity of the financial reporting.

Financial Charts

Income stems from our donors and supporters, supporting our cause and believing in our beneficiaries and us. FY2025 saw a donation of a total amount of \$1,312,587 from our donors and supporters.



**RECEIPTS AND EXPENDITURE FOR 1ST JANUARY 2025
TO 31ST DECEMBER 2025**

Receipts	Unrestricted funds	Restricted funds	Total	%
Fundraising Events	–	–	–	0%
Donations	\$1,312,587	–	\$1,312,587	94.62%
Government grants	\$72,941	–	\$72,941	5.26%
Others	\$1,690	–	\$1,690	0.12%

Expenditure	Unrestricted funds	Restricted funds	Total	%
Depreciation	\$59,480	–	\$59,480	9.15%
Manpower expenditure	\$239,045	–	\$239,045	36.78%
Other operation expenditure	\$351,391	–	\$239,045	54.07%

BALANCE SHEET

NON-CURRENT ASSETS \$82,253

CURRENT ASSETS \$1,275,001

NON-CURRENT LIABILITY \$20,870

CURRENT LIABILITIES \$25,137

NET ASSETS \$1,315,247

**FINANCIAL
INFORMATION**

HUG COMMUNITY SERVICES LIMITED

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Note	2025 S\$	2024 S\$
ASSETS			
Non-current assets			
Plant and equipment	4	62,637	38,213
Right-of-use assets	5	23,616	43,824
		<u>86,253</u>	<u>82,037</u>
Current assets			
Trade and other receivables	6	14,003	5,214
Cash and cash equivalents	7	1,260,998	595,527
		<u>1,275,001</u>	<u>600,741</u>
TOTAL ASSETS		<u>1,361,254</u>	<u>682,778</u>
Represented by Accumulated funds		<u>1,315,247</u>	<u>577,946</u>
Non-current liability			
Lease liabilities	8	20,870	28,840
Current liabilities			
Other payables	9	17,167	49,160
Lease liabilities	8	7,970	26,832
		<u>25,137</u>	<u>75,992</u>
TOTAL LIABILITIES		46,007	104,832
TOTAL FUND AND LIABILITIES		<u>1,361,254</u>	<u>682,778</u>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

HUG COMMUNITY SERVICES LIMITED

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 S\$	2024 S\$
Revenue	10	1,312,587	731,875
Other income	11	74,631	263,066
		<u>1,387,218</u>	<u>994,941</u>
Less: Expenditure			
Audit fee		7,630	8,189
Accounting fee		8,410	2,990
Advertising and marketing		1,900	3,800
Anniversary gala dinner		-	82,761
Bank charges		356	299
Community service expenses		250,665	88,369
Computer and IT expenses		2,178	2,148
Consultancy fee		-	927
CPF contribution		22,359	17,924
Depreciation of plant and equipment		39,272	122,678
Depreciation of right-of-use assets		20,208	23,784
Directors' incentive		78,000	72,000
Donation		1,000	-
Entertainment and refreshment		10,270	2,304
Gift and condolences expenses		1,155	-
Interest on lease liabilities		2,224	2,998
License fees		1,101	-
Low value assets		624	1,388
Repair and maintenance		3,798	6,268
Medical fees		581	197
Operation expenses		490	801
Payroll and admin expenses		4,200	4,550
Platform charges		434	760
Printing and stationery		1,768	699
Professional fee		5,700	6,000
Salary		161,046	121,217
Secretarial fee		1,288	2,105
Skill development levy		198	150
Staff welfare		-	1,793
Subscription fee		457	55
Training programme expense		255	718
Telecommunication		10,416	11,413
Transport and travelling expenses		2,982	42,313
Utilities		8,952	10,946
		<u>649,917</u>	<u>642,544</u>
Surplus for the financial year		737,301	352,397
Income tax expense	12	-	-
Net surplus and total comprehensive income for the financial year		<u>737,301</u>	<u>352,397</u>

HUG COMMUNITY SERVICES LIMITED

STATEMENT OF CHANGES IN ACCUMULATED FUNDS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	S\$
At 1 January 2024	225,549
Net surplus and total comprehensive income for the financial year	352,397
At 31 December 2024	<u>577,946</u>
Net surplus and total comprehensive income for the financial year	737,301
At 31 December 2025	<u><u>1,315,247</u></u>

GOVERNANCE EVALUATION

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance	2.3	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
7	* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.	2.6	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
10	ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).	2.9a 2.9b 2.9c	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
13	c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	In alignment with governance best practices, the Board of Directors has carefully deliberated the matter and unanimously agreed to retain Reverend Jeffrey Mak on the Board of HUG Community Services Limited. This decision was further approved at a general meeting dated 29 December 2025 in accordance with the governing guidelines. Reverend Jeffrey Mak has faithfully served the charity for over a decade, having played a pivotal role as a founder and spiritual anchor of the charity since its inception. His continued presence on the Board provides quality leadership during a critical period of expansion and programme development. Reverend Jeffrey Mak's guidance, trusted relationships with stakeholders, and unwavering commitment to the mission of serving at-risk youth and vulnerable communities, all remain invaluable to the charity's growth and impact.

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
13		2.9a 2.9b 2.9c	Yes	Succession planning in respect of Reverend Jeffrey Mak has already occurred, with Pastor Grace Yeo (a co-founder of the charity) taking the helm in leading the organisation in her capacity as the current Chief Executive Officer. In terms of general ongoing succession planning, the Board will continue to strengthen leadership development and onboarding processes for new Board members, while tapping on Reverend Jeffrey Mak's experience to mentor emerging leaders within the organisation.

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/ her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
21	Implement and regularly review key policies and 4.1a procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and 4.1b procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, 4.2 grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/ subsidiaries, grants	4.2	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	30. The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	

GOVERNANCE EVALUATION

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

GOVERNANCE EVALUATION

Name: Grace Yeo
Email: graceyeo@hug.org.sg
Contact: +65 9754 2928
Designation: Co-Founder & CEO

I declare that my charity's / IPC's Governing Board has approved this Governance Evaluation Checklist and authorised me to submit it on its behalf.

All information given by me in this checklist submission is accurate to the best of my knowledge, and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.



HUG
COMMUNITY SERVICES