

# FINANCIAL HIGHLIGHTS

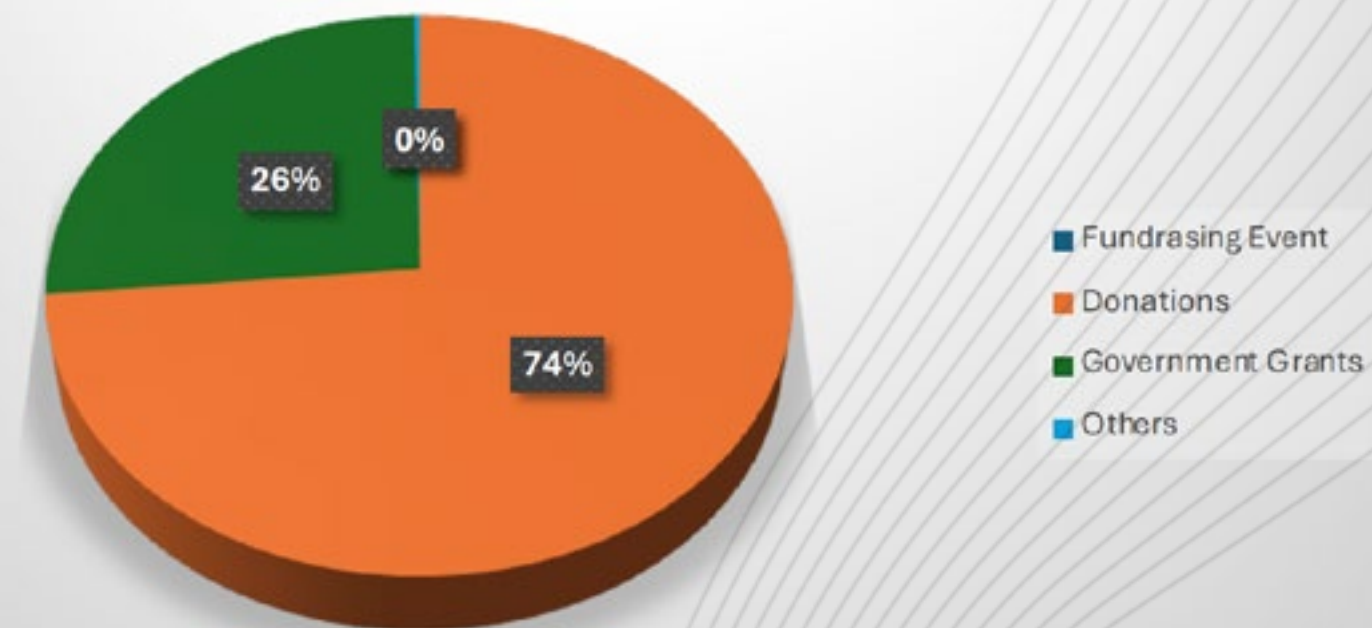
## FINANCIAL HIGHLIGHTS

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.

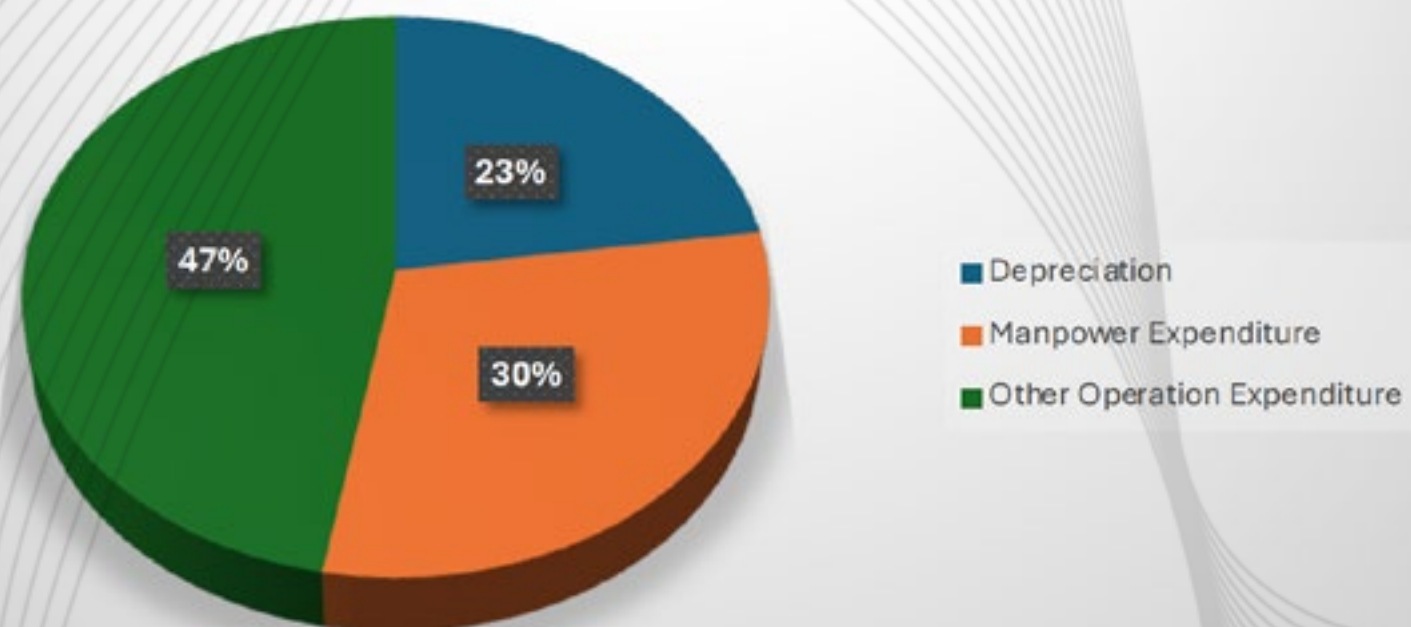
### Financial Charts

Income stems from our donors and supporters, supporting our cause and believing in our beneficiaries and us. FY2024 saw a donation of a total amount of \$731,875 from our donors and supporters.

## TOTAL RECIEPTS



## TOTAL EXPENDITURE



## RECEIPTS AND EXPENDITURE FOR 1ST JANUARY 2024 TO 31ST DECEMBER

Receipts	Unrestricted funds	Restricted funds	Total	%
Fundraising Events	–	–	–	0%
Donations	\$731,875	–	\$731,875	73.56%
Government grants	\$260,700	–	\$260,700	26.20%
Others	\$2,366	–	\$2,366	0.24%

Expenditure	Unrestricted funds	Restricted funds	Total	%
Depreciation	\$146,462	–	\$146,462	22.79%
Manpower expenditure	\$193,217	–	\$193,217	30.07%
Other operation expenditure	\$302,865	–	\$302,865	47.14%

## BALANCE SHEET

**NON-CURRENT ASSETS \$82,037**

**CURRENT ASSETS \$600,741**

**NON-CURRENT LIABILITY \$28,840**

**CURRENT LIABILITIES \$75,992**

**NET ASSETS \$577,946**



# FINANCIAL INFORMATION

## HUG COMMUNITY SERVICES LIMITED

### STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2023

	Note	2023 S\$	2022 S\$
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment	4	154,875	228,296
Right-of-use assets	5	45,535	35,081
		<u>200,410</u>	<u>263,377</u>
<b>Current assets</b>			
Trade and other receivables	6	9,225	7,952
Cash and cash equivalents	7	169,270	340,875
		<u>178,495</u>	<u>348,827</u>
<b>TOTAL ASSETS</b>		<u>378,905</u>	<u>612,204</u>
<b>Represented by</b>			
<b>Accumulated funds</b>		<u>225,549</u>	<u>374,483</u>
<b>Non-current liability</b>			
Lease liabilities	8	31,714	29,031
<b>Current liabilities</b>			
Other payables	9	92,092	193,408
Lease liabilities	8	29,550	15,282
		<u>121,642</u>	<u>208,690</u>
<b>TOTAL FUND AND LIABILITIES</b>		<u>378,905</u>	<u>612,204</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 2023**

	Note	2023 S\$	2022 S\$
Revenue	10	230,918	605,795
Other income	11	192,926	816
		<u>423,844</u>	<u>606,611</u>
<b>Less: Expenditure</b>			
Audit fee		4,330	4,000
Accounting fee		5,940	4,640
Bank charges		77	117
Community service expenses		107,058	98,790
Computer and IT expenses		652	1,599
Consultancy fee		300	300
CPF contribution		13,780	2,529
Depreciation of plant and equipment		127,098	102,298
Depreciation of right-of-use assets		32,961	33,192
Directors' incentive		72,000	114,000
Entertainment and refreshment		2,679	2,826
Foreign worker levy		1,674	-
Gift		-	202
Insurance		205	-
Interest on lease liabilities		4,548	2,627
Late payment interest		17	5
Low value assets		621	578
Maintenance		3,178	546
Operation expenses		1,089	2,705
Payroll and admin expenses		4,250	-
Platform charges		845	-
Printing and stationery		2,371	3,227
Professional fee		5,585	-
Salary		93,800	13,464
Security system		-	347
Secretarial fee		1,938	3,356
Skill development levy		211	32
Staff allowance		-	1,400
Staff welfare		11,207	5,086
Subscription fee		409	-
Training programme expense		1,626	1,436
Telecommunication		11,816	8,619
Transport and travelling expenses		40,510	30,477
Utilities		20,003	1,106
		<u>572,778</u>	<u>439,504</u>
<b>(Deficit)/surplus for the financial year</b>		<b>(148,934)</b>	<b>167,107</b>
Income tax expense	12	-	-
<b>Net (deficit)/surplus and total comprehensive (loss)/income for the financial year</b>		<b>(148,934)</b>	<b>167,107</b>

**HUG COMMUNITY SERVICES LIMITED**  
**STATEMENT OF CHANGES IN ACCUMULATED FUND**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023**

	S\$
<b>At 1 January 2022</b>	<b>207,376</b>
Net surplus and total comprehensive income for the financial year	167,107
<b>At 31 December 2022</b>	<b>374,483</b>
Net deficit and total comprehensive loss for the financial year	(148,934)
<b>At 31 December 2023</b>	<b>225,549</b>



# 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	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p><b>For Treasurer (or equivalent position) only:</b></p> <p>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.</p> <p>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.</p>	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	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise</p>	2.7	Yes	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>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.</p> <p><b>For all Board members:</b></p> <p>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.</p> <p>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).</p>	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	<p>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 2024 in accordance with the governing guidelines.</p> <p>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.</p>

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	<p>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.</p>

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	<b>For Treasurer (or equivalent position) only:</b>  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	Refer to page 24
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	Refer to page 24

# 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 SERVICE LIMITED