



# ILLUMINATE:

*lighting the way*

**Annual Report 2024/2025**



# Empowering Children, Enabling Families, and Supporting Communities Towards A Resilient Future.

Epworth Community Services is a Social Service Agency (SSA) that helps disadvantaged and at-risk children and youths with quality programmes and services, so they can develop their potential. Our work also focuses on promoting the mental well-being of children and youths, by imparting skills for resilient living and building strong families.

Epworth was started by Barker Road Methodist Church (BRMC) in 1998.

## FEATURED AWARDS

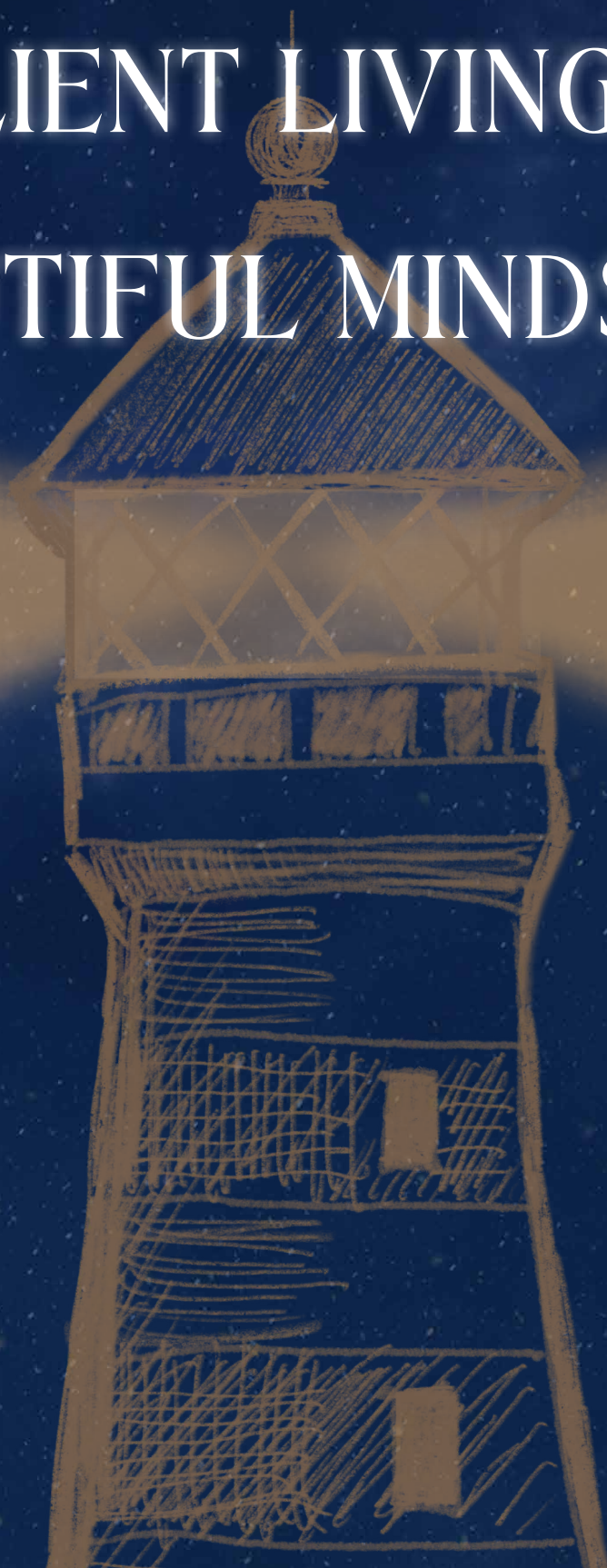
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OUR VISION

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STRONG FAMILIES  
RESILIENT LIVING  
BEAUTIFUL MINDS





# OUR MISSION

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To reach out in Christian love, by providing quality programmes and services to all children, youths, parents and their families, of all language, race and religion. To nurture each family member in body, mind and spirit.



# OBJECTIVE

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To help children, youths and parents, especially those from dysfunctional and disadvantaged families to:

Develop to their fullest potential.

Become responsible and caring family members.

Become contributive members of society.

Enjoy a balanced family life.

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## DRIVING IMPACTFUL CHANGE

We are pleased to share about the impactful work that Epworth has been doing for disadvantaged children, at-risk youths and their families in our community:

### **Highlights of the Last Financial Year**

This year marks the 10th Anniversary of Epworth Foster Care, a significant milestone since its inception as the first foster agency in Singapore, outside of the Ministry of Social and Family Development (MSF). We celebrate the dedication of past and present staff, whose efforts have safeguarded the well-being of many vulnerable children, whose families face huge challenges.

We are honoured to receive the Charity Transparency Award 2024, reflecting Epworth's excellent standing and recognition in good transparency and governance practices in the charity sector. We are also the recipient of the Silver Award for Excellence in Workplace Culture and Engagement at the 18th Singapore HR Awards. Our Human Resources (HR) team's efforts in building a positive workplace culture made this achievement possible.

In Dec 2024, Epworth closed its chapter of running Student Care Centres, handing over operations at ACS (Primary) and ACS (Junior) to other service providers. We are grateful that the transition was managed smoothly. Our staff were well supported; with some joining other departments within Epworth and others moving into new roles externally after the closure of the centres. This strategic move allows us to concentrate our efforts more fully on serving underprivileged children, youths and their families.

### **Strengthening Capabilities and Expanding Care**

In Mar 2025, Epworth Foster Care assumed case management responsibilities for Nanny Services from MSF. This service provides interim family-based care for children and young persons aged 0-13 who have experienced abuse, neglect or abandonment, offering them a safe, stable, and nurturing environment while a longer-term placement is sought.

Building on this progress, in Sep 2025, Epworth was entrusted with an additional contract from MSF to provide Supervised Access. This milestone reflects confidence in our ability to safeguard the well-being of children and families. Guided by trauma-informed principles, the programme seeks to strengthen parent-child relationships and supports safe reintegration, furthering our mission to nurture resilient families and healthier communities. The Centre for

Positive Recovery (CPR) continues to complement this work by providing specialised therapeutic support for foster children who have experienced trauma.

Beyond our work with children in Foster Care, Epworth's Family Welfare Services continues to deepen its expertise in supporting at-risk youths and strengthening family resilience.

We are also scaling up support for children with learning challenges and addressing mental well-being of children and youths. Our approach now spans preventive, interventive, and developmental programmes that build on the knowledge and strengths of our staff, especially in trauma-informed care. Epworth Literacy is pursuing sustainable approaches to reach more underprivileged children with learning needs. This includes finetuning our STAR programmes catering to children with behavioural needs.

In Aug 2025, our CPR staff represented Epworth internationally at the International Childhood Trauma Conference 2025 in Melbourne. The team presented a digital poster titled Healing Begins at Home: Evaluating a Trauma-Informed Intervention for Foster Families in Singapore. The conference was attended by international delegates who are clinicians and practitioners.

We also continued our transformation journey through the National Council of Social Service (NCSS) Transformation Sustainability Scheme. Building on the foundations of our earlier Organisational Development Transformation journey in 2020, this grant enables us to strengthen long-term capabilities through structured change management and digitalisation.

We will implement key systems including an Enterprise Resource Planning tool, a Human Resource Management System, and a Volunteer and Donor Management System, to enhance operational efficiency and service delivery.

In mid-2024, Epworth was invited to contribute to the MSF Family Services Review. This review is expected to be far-reaching, and will affect how Social Service Agencies (SSAs) will operate in future. This involvement affirms our role in shaping islandwide service delivery while also prompting us to refine Epworth's strategic direction.

Epworth remains steadfast in its mission to serve children and youths from disadvantaged



backgrounds. Our vision, Strong Families, Resilient Living, Beautiful Minds, continues to guide our focus in three key areas:

1. Strong Families – Supporting family relationships and stability as the foundation for children’s holistic development (social, emotional and mental).
2. Resilient Living – Equipping children and youths with life-skills and interventions that build resilience, address developmental gaps, and enable lifelong growth.
3. Beautiful Minds – Supporting mental health through early intervention in Adverse Childhood Experiences (ACEs) to promote better and long-term outcomes in the lives of children and youths.

Moving forward, we will endeavour to broaden our reach beyond the West Region where opportunities arise, extending services to more children, youths, and families across Singapore.

### **Investing In Our People**

Epworth’s Board remains committed to competitive remuneration aligned with the NCSS guidelines, alongside progressive HR policies to attract, retain and nurture talent. We continue to invest in staff development, engagement and welfare.

Department managers were invited to Board meetings to share their work, fostering stronger communication and collaboration across levels. We also held eight corporate events, which further strengthened team spirit, community and belonging across the organisation.

### **Financial Prudence and Fundraising**

Our last financial year ended with a deficit, largely due to manpower costs that contributed to 79% of expenditure and inflationary pressures. We remain committed to financial prudence amidst rising manpower cost and will continue to invest strategically in areas where it meets the needs of the community.

Fundraising remains critical to financial sustainability, ensuring financial resilience in unforeseen circumstances. In the last financial year, we raised \$1.88 million and the fundraising efficiency ratio was 8.19%. In May 2025, our fundraising Gala Dinner at One Farrer Hotel was graced by Guest-of-Honour Dr Vivian Balakrishnan, Minister for Foreign Affairs and Mrs Joy Balakrishnan. The Gala Dinner was attended by over 400 supporters, and we raised a nett donation of \$606,761.

For the new financial year, we aim to raise \$2.5 million to fund current and future programmes and services through various campaigns. We are also planning for the next fundraising Gala Dinner, which will be held at One Farrer Hotel on Friday, 31 Jul 2026. We will continue to explore innovative fundraising avenues and pursue government support where appropriate.

### **Steering The Way Ahead**

Moving forward, we will increase our engagement with schools to address ACEs. This focus aligns with our aspiration to be a key agency in the West Region, working closely with grassroot organisations, schools, and medical general practitioners, to advance the government’s effort of promoting mental health in Singapore.

As we sharpen our expertise through continuous training and capability building at all levels, we are grateful for the dedication of our staff and management who remain resolute in the face of this challenging landscape. We also appreciate our volunteers, donors, partners, supporters and Board Members, whose commitment sustains our mission. Above all, we thank God who has made all things possible and carried us through both seasons of growth and adversity.

As we move ahead with our plans into the new financial year, we ask for your continued support and prayers as we strive to bring hope, healing, and resilience to the children, youths and their families entrusted to our care.



**Dr Benjamin Tan**  
Chairman, Board



**Mr Tan Khye Suan,**  
Executive Director

# BOARD STRUCTURE

The Board comprises individuals who share Epworth's vision and mission. Epworth's Board Members are passionate about, and have a deep interest in the mental well-being and development of children, youths and families.

Name	Board Appointment	Date of Appointment	Occupation
Tan Thong Kwan Benjamin	Chairman	18 Sep 2020	Specialist in Periodontics at Poon & Phay Dental Surgeons Pte. Ltd.
Bek Wei Da Edmund	Vice-Chairman	21 Nov 2019	Vice President, Morgan Stanley Bank Asia Limited
Ang Hock Kheng	Secretary	28 Nov 2015	Managing Director, HR Business Partners International Pte. Ltd.
Choo Tuck Wai	Treasurer	18 Nov 2023	Executive Director, Group Governance, Risk & Compliance, United Overseas Bank
Winnie Cruz-Ding	Vice-Treasurer	16 Nov 2024	CFO, AET Tankers Pte Ltd
Chiang Chie Foo	Board Member	26 Jul 2017	Retired
Hardev Singh Sidhu	Board Member	01 Aug 2018	Head of Department, Ministry of Education
Emily Lim-Leh	Board Member	27 Nov 2021	Author and Publishing Consultant
Chee Weng Yan Mike	Board Member	27 Nov 2021	Senior Shipping Operator, Clearlake Shipping, Gunvor Group
Ng Kin Mun Brian	Board Member	18 Nov 2023	Director, BIDEAS Holdings Pte Ltd, KC Group Pte Ltd
Chen Voon Hoe	Board Member	18 Nov 2023	Partner, Head of Accounting and Financial Reporting Advisory, PwC
Yvonne Lim	Board Member	18 Nov 2023	Head of Family Office, DBS Bank Ltd
Sylvia Meilisa Taslim	Board Member	16 Nov 2024	Partner (M&A/Private Equity) at O'Melveny & Myers
Lian Ying-Ying	Board Member	16 Nov 2024	Director, Human Resources, Deutsche Bank
Cheng Siak Kian	Board Member	16 Nov 2024	MD/Group CEO, ComfortDelGro Corporation Limited

\* Information as at 31 Jul 2025.

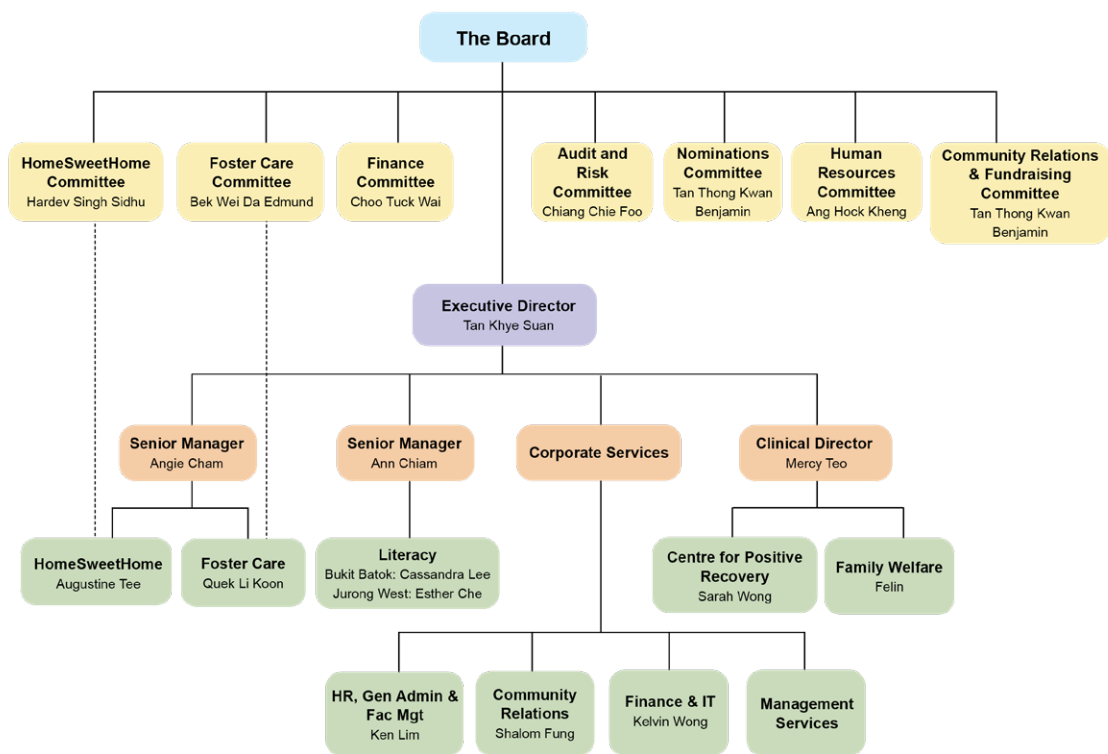


The Board also fulfils its responsibilities through committees, helmed by chairpersons who must be members of the Board.

Board Committee	Committee Chairman	Committee Members	
Audit and Risk	Chiang Chie Foo	Cheng Siak Kian Chen Voon Hoe Ng Kin Mun Brian	Sylvia Meilisa Taslim
Finance	Choo Tuck Wai	Winnie Cruz-Ding Boon Chia Pei	
Human Resources	Ang Hock Kheng	Lian Ying Ying Robert Lim Hui Beng	Tan Thong Kwan Benjamin Emily Lim-Leh
Nominations	Tan Thong Kwan Benjamin	Edmund Bek Wei Da Emily Lim-Leh	
Epworth HomeSweetHome	Hardev Singh Sidhu	Pang Tit Keong Boon Chia Pei Gan Eng Khoon	Era Cheong Chee Weng Yan Mike Sylvia Meilisa Taslim
Epworth Foster Care	Bek Wei Da Edmund	Chee Weng Yan Mike Zhennan Low	Lin Huiying Lee Reginald Reagan Chua
Community Relations and Fundraising	Tan Thong Kwan Benjamin	Emily Lim-Leh Ng Kin Mun Brian Tan Gee Shan	
Business Continuity Management Steering Committee	Ang Hock Kheng	Ng Kin Mun Brian	

\* Information as at 31 Jul 2025.

# ORGANISATION STRUCTURE



# MANAGEMENT TEAM

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Name	Designation	Date of Appointment
Tan Khye Suan	Executive Director	15 Apr 2002
Mercy Teo	Clinical Director	1 Feb 2024
Angie Cham	Senior Manager, Foster Care & HomeSweetHome	5 Feb 2018
Ken Lim	Senior Manager, Human Resources & GAFM	1 Nov 2022
Ann Chiam	Senior Manager, Literacy (Bukit Batok & Jurong West)	11 Sep 2012
Kelvin Wong	Finance Manager	23 May 2023

\* Information as at 31 Jul 2025.

# CORPORATE GOVERNANCE

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## Board's Conduct of its Affairs

The Board's conduct of its affairs is set out in the Code of Conduct for Board Members. The Board is headed by the Chairman and consists of Board Members who possess diversified leadership experience across various sectors. The Board works in close partnership with the Management Team of Epworth Community Services ("Epworth"), and provides guidance at the strategic and policy level. The Board's responsibilities include providing oversight for fulfilment of the organisation's vision, mission and objectives, while ensuring compliance to the relevant governing instruments, laws and regulations.

The Board delegates the day-to-day management and operations of Epworth to the Executive Director and the Management Team. All Board Members serve on a voluntary basis, act independently of the Management Team, and do not receive any remuneration from the organisation. No employee of Epworth is serving on the Board.

All important updates and decisions which require the Board's approval will be circulated to the Board in writing. Decisions shall be made by the Board through email circulation or at Board meetings, and shall be decided by a majority vote of all Board Members. The Board Chairman shall have the casting vote.

The Board meets at least four times per year, with a quorum comprising more than half of the Members.

As part of Board induction, all newly appointed Board Members will attend an orientation session by the Board Chairman and Executive Director.

Guided by Epworth's Board Members Handbook and the latest Annual Report, new Members will be briefed on the following matters:

- Epworth's vision, mission, and values
- Epworth's strategic plans
- Epworth's key programmes and services
- Current Board Members and Management Team
- Latest financial statement and approved budget for the financial year
- Duties and responsibilities of a Board Member
- Board calendar for the year
- Code of Conduct
- Conflict of Interest



## **Board Roles and Responsibilities**

The authorities, duties and responsibilities of the Board are guided by Epworth's Constitution and Terms of Reference for the various committees. The Board's core functions include the following:

- Determining the strategic vision, mission, policies and long-term direction
- Setting values and standards that define the organisation's culture
- Providing proper financial oversight and ensuring financial viability
- Ensuring integrity and maintaining accountability through corporate compliance and risk management
- Ensuring adequate resources for the organisation's effective functioning
- Actively engaging in fundraising
- Planning and appointing of key executive leadership; and, maintaining leadership continuity
- Renewing of Board and Committee with new members
- Enhancing the organisation's public standing

To ensure relevancy, the Board reviews and updates the core functions of the Board as necessary.

The Board's decision and approval is required for the following matters:

- Overall strategic direction of the organisation
- Epworth's strategy, vision, mission and objectives
- Annual budget, funding, accounts and report
- Introduction of new programmes and services
- Appointment of Board Members, Committee Members, External Auditors and Key Management Personnel
- Policies, standard operating procedures and manuals

## **Board Composition**

Epworth's Board consists of qualified individuals who are of different backgrounds, specialisations and experiences, thereby, collectively bringing considerable knowledge, expertise and judgement that allows for the efficient and effective functioning of the Board.

## **Board Membership and Term of Office**

The Board elects amongst themselves the various positions in the Board, including a Chairman, Vice-Chairman, Secretary and Treasurer. In addition to the aforementioned, up to a maximum of 11 Ordinary Members shall be elected or submitted for re-nomination and re-appointment at the Annual General Meeting each year.

The Board actively renews itself by recruiting new members. This enables the Board to draw on the experiences of longer-serving Members, while tapping on new perspectives and insights from newer Members. There is no Board Member that has served for more than 10 years.

The Treasurer does not serve in this role for more than two consecutive terms of office.

## **Board Training and Self-Assessment**

Board Members are encouraged to attend trainings, seminars and workshops, as necessary. The organisation, from time to time, will recommend suitable training and development opportunities to the Board for their consideration. Board Members may also make requests for suitable and relevant trainings. In the year in review, three Board and Committee members attended trainings to further enhance the effectiveness of the Board and Committees.

As a condition of the MSF funding requirements for Epworth Foster Care and Epworth HomeSweetHome, at least 40 percent of Committee members from the Foster Care Committee and HomeSweetHome Committee, are required to attend a training course in each calendar year.

The Board shall complete a self-evaluation questionnaire to evaluate the effectiveness and performance of the Board as a whole, and as individual members. This evaluation shall be conducted once every two years, and serves as an opportunity to remind all Board Members of their duties and responsibilities, identify the strengths and weaknesses of Board operations, review and measure Epworth's progress towards its goals and mission, and open channels of communication.

## Transparency and Disclosure

There are two staff members who are close members of the family belonging to the Executive Head or a governing Board Member of the organisation, whose total annual remuneration is below \$100,000 in the financial year. The annual remuneration of the three highest paid staff is as follows:

Remuneration Band	No. of Staff
\$100,001 to \$200,000	3
\$200,001 to \$300,000	-

The organisation abides by a formal and transparent procedure for determining the key management personnel's remuneration. No employee is involved in deciding his or her own remuneration.

Board Members do not receive any remuneration from Epworth.

## Audit and Risk Committee

The Audit and Risk Committee holds at least two meetings in a year. The Committee assists the Board in ensuring the integrity of the Organisation's system of accounting and financial reporting and in maintaining a high standard of transparency and reliability in its corporate disclosures. It reviews and ensures that the approved audit recommendations are adequately followed up by the Management Team.

The Committee oversees the risk management framework and workplace safety and health practices, ensuring key risks are identified, monitored, and mitigated, and that compliance with relevant regulations is maintained.

Additionally, the Committee has put in place a whistle-blowing policy and oversees its regulatory compliance. Independent investigations will be conducted and followed up with appropriate actions.

# POLICY STATEMENTS AND PRACTICES

## Reserve Policy

In Nov 2013, the Society established a Reserve Policy Fund, the purpose of which is to accumulate over a ten-year period excess funds equivalent to six months operating expenditure so as to provide for unexpected future working capital requirements. As at 31 Jul 2025 this Reserve Fund is represented by the fixed deposits of \$1,500,000.

Epworth's reserves will be reviewed by the Board regularly. This is to ensure that Epworth's reserves remain adequate for the sustainability of its programmes and services.

## A Testament of Good Governance

Epworth received the Charity Transparency Award in 2023 and 2024. This is a recognition of its unwavering commitment to transparency and strong governance. Epworth is committed to creating a trusted environment for giving, and to continue delivering high-quality programmes and services that support children, youths, parents and families across Singapore.



**Charity Transparency Awards 2023**



**Charity Transparency Awards 2024**

## Conflict of Interest

Epworth has put in place the Conflict of Interest (COI) Policy to protect the organisation's welfare and best interests. The policy mandates that no Board Member should have his own personal or business interests that directly or indirectly conflict, or appear to conflict, with the interests of the organisation.

Epworth has documented procedures for all Board Members and employees to declare any actual or potential conflicts of interests upon appointment. This is done on an annual and need-to basis.



### **Whistle-Blowing Policy**

Epworth is committed to a high standard of compliance with accounting, financial reporting, corporate governance and any legislation relating to these areas. In line with this commitment, any person who comes across any actual or suspected impropriety, irregularity, or illegal activity within Epworth Community Services, may make a report of their concerns.

All information provided, as well as its source, shall be treated with the strictest confidence. Whistle-blowers will be protected from discrimination, retaliation or harassment of any kind for disclosing concerns in good faith.

More information can be found on <https://www.epworth.sg/about/whistle-blowing-policy/>.

### **Volunteer Management Policy**

Epworth has put in place a Volunteer Management Policy to provide guidance on the effective management of all volunteers. This includes the recruitment, orientation, deployment, and recognition of all volunteers.

All volunteers will be given an Epworth Volunteer Handbook. The Handbook details Epworth's expectations on volunteers' conduct; the organisation's promise to safeguard volunteers' confidentiality; emergency procedures; grievances; conflict management processes; and, termination policies. From time to time, feedback will be gathered from volunteers so as to review and improve the organisation's volunteer management practices.

### **Environmental, Social and Governance (ESG)**

Epworth is committed to operating with a mindful approach towards ESG factors. ESG factors will be taken into consideration to ensure responsible and sustainable practices are in place. This includes recognising the importance of environmental stewardship; being committed to ensuring positive and transparent relationships with stakeholders; and upholding and complying with all applicable governance standards.

### **Crisis Management and Business Continuity Planning**

Epworth has in place a crisis management and business continuity framework to ensure the organisation's resilience and ability to respond swiftly and effectively in the event of a crisis. This framework includes, business continuity plans for each department, disaster recovery and crisis communications plans. Epworth also conducts ongoing training and regular testing of

its business continuity plans through annual table-top exercises and fire drills; ensuring its employees are equipped to manage and mitigate potential risks, safeguarding the well-being of those it serves.

### **Workplace Safety and Health**

Epworth is committed to fostering a safe, healthy, and supportive work environment for employees, recognising the importance of both physical and mental well-being. This includes, adhering to all relevant regulations, conducting regular risk assessments and implementing preventive measures to mitigate workplace risks.

### **Risk Management**

Epworth has in place an enterprise risk management process, with each department's risk register regularly reviewed, and proactive plans developed to address and manage identified risks. Epworth's Management, employees and relevant Board Committees work collaboratively to continuously monitor, review, and strengthen its risk management practices, ensuring the resilience and sustainability of its operations.

### **Data Protection and Cybersecurity**

Epworth remains committed to upholding the highest standards in data protection and security to maintain the trust and confidence of its stakeholders.

Safeguarding the personal data of all stakeholders is our priority. Comprehensive policies and procedures are in place and aligned with the Personal Data Protection Act 2012, ensuring full compliance and a robust framework for managing personal information.

Epworth maintains a high level of confidentiality for the personal data of all employees, beneficiaries, donors, sponsors, partners and volunteers. No personal data will be published on any of Epworth's corporate collaterals, publications or online platforms unless consent is provided.

As part of our ongoing efforts to enhance digitalisation in our work processes, we have taken significant steps to strengthen our data protection capabilities. In Apr 2024, we began working towards achieving the Data Protection Essentials certification, laying a strong foundation for securing personal data and ensuring swift recovery in the event of a data breach. Moving forward, Epworth will apply for the Data Protection Trust Mark, a certification that will further elevate our cybersecurity practices and reinforce the protection of our stakeholders' data.

# TERMS OF REFERENCE

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## Audit and Risk Committee

The Audit and Risk Committee assists the Board in fulfilling its oversight responsibilities in the areas of financial integrity, risk management and workplace safety and health. Duties of the Committee include:

- Assisting the Board to oversee financial reporting and disclosure process, and monitoring the choice of accounting policies and principles;
- Serving as a communication channel between the Board, Management, internal auditors and external auditors on matters arising from audits;
- Overseeing the whistle-blowing policy;
- Overseeing the risk management framework and policy to ensure key risks are identified, assessed, monitored, and mitigated effectively; and,
- Overseeing workplace safety and health policy and practices to safeguard the well-being of employees, clients, volunteers, and other stakeholders.

## Nomination Committee

The Nomination Committee is to review the composition of the Board and the Committees of Epworth Community Services; and, ensure that the Board and its Committees comprise Members who as a group provide core competencies in various areas that are required for the Board and its Committees to be effective.

## Finance Committee

The Finance Committee is to assist the Board in fulfilling the financial oversight responsibilities of the Board and in overseeing management's administration of Epworth on the following matters:

- Financial sustainability;
- Business planning, including operating and capital budgets;
- Unaudited financial reports;
- Banking, borrowing and investments;
- Contracts and agreements; and,
- Financial risk management oversight.

## Human Resources (HR) Committee

The HR Committee is to assist the Board in ensuring that the Organisation is able to attract, recruit, motivate and retain the best talents through competitive remuneration and progressive HR policies; so as to achieve the Organisation's goals, and provide good stewardship and, thereby, sustainability. As a Committee of the Board, the Committee provides a channel of communication between the Board, Management and external consultants on HR matters.

## Community Relations and Fundraising Committee

The Community Relations and Fundraising Committee is to assist the Board in providing strategic oversight in ensuring that the organisation can maintain a strategic level of donations, effectively engage the community, and achieve long-term sustainability. The Committee will oversee strategies and initiatives related to community engagement ensuring a holistic and integrated approach to both fundraising and community relations. It will also play a key role in identifying and connecting with potential donors who can significantly contribute to the support of Epworth's programmes and services.

## Foster Care Committee

MSF requires Epworth, as a SSA appointed to run a Foster Agency (FA), to set up a Committee to oversee the operations of the FA and to ensure that the FA's mission and objectives are met. The FA's mission and objectives are spelt out in the contract with MSF; and, may be modified or updated when the contract is renewed. The Committee reports to the Board.

## HomeSweetHome Committee

MSF requires the SSA appointed to run a Therapeutic Group Home (TGH) to set up a Committee to oversee the operations of the TGH and to ensure that the TGH's mission and objectives are met. The mission and objectives are spelt out in the contract with MSF; and, may be modified or updated when the contract is renewed. The Committee reports to the Board.



# BOARD ATTENDANCE

The number of meetings attended by the Board during the year in review are as follows:

6 Board Meetings	Name	Number of Board Meetings Attended
23 Oct 2024	Tan Thong Kwan Benjamin	5/6
	Bek Wei Da Edmund	6/6
	Ang Hock Kheng	4/6
16 Nov 2024 Annual General Meeting	Choo Tuck Wai	6/6
	Winnie Cruz-Ding*	2/5
	Chiang Chie Foo	2/6
22 Jan 2025	Hardev Singh Sidhu	6/6
	Emily Lim-Leh	6/6
	Chee Weng Yan Mike	4/6
8 Mar 2025 Board Retreat	Ng Kin Mun Brian	5/6
	Chen Voon Hoe	4/6
	Yvonne Lim	5/6
23 Apr 2025	Sylvia Meilisa Taslim*	4/5
	Lian Ying-Ying*	4/5
	Cheng Siak Kian*	4/5
23 Jul 2025	Ting Yi Ting**	NA
	Sam Pei Pei**	NA
	Chow Kok Kin Christopher**	NA

\* Joined the Board on 16 Nov 2024  
\*\* Stepped down from the Board on 16 Nov 2024

# CORPORATE INFORMATION

<b>Unique Entity Number</b>	<b>External Auditor</b>
T08SS0123D	Baker Tilly TFW LLP
<b>Registered Address</b>	<b>Internal Auditor</b>
Blk 106 Bukit Batok Central #01-217 Singapore 650106	RSM Risk Advisory Pte Ltd
<b>Trustees</b>	<b>Banker</b>
Mr Lee Soo Chye	DBS Bank Ltd Standard Chartered Bank
	<b>Affiliations</b>
	Member of NCSS

# OUR CORE VALUES

We take pride in what we do

We are governed by the following guiding principles:

## 1 Professionalism

We endeavour to apply the highest professional standards in our respective roles across the organisation, and we do this with competence, compassion and commitment.

## 2 Responsibility

We are responsible for the safeguarding and proper use of assets and resources, including the protection of all confidential information in our respective areas of work.

## 3 Integrity

We hold ourselves to the highest standards of integrity in our respective roles and in partnership with our key stakeholders, and avoid situations which may influence impartiality or compromise our professional judgement at work.

## 4 Discipline

We ensure that we are trained and qualified, performing our work responsibly and ethically, in compliance with all applicable laws and regulatory requirements.

## 5 Excellence

We strive for excellence in all that we do, upholding the trust placed in us, and making work decisions in the best interest of the organisation. Underpinning our quest for professional and organisational excellence is our belief in fairness, honesty and accountability to our stakeholders.



**We embody our corporate culture in F.U.N.!**

### Family Is Important

We recognise that family is important and that it is necessary to help staff work on their family challenges as well. We endeavour to support staff in best possible ways without compromising the delivery of our programmes and services.



### United We Stand

We do not expect staff to struggle with challenges alone. Epworth's growth has been achieved through the years because our staff have worked together and stayed united as a TEAM. For us, that means: Together, Everyone Achieves More!



### Nurturing Workplace

We recognise that the work that our staff do can be challenging at times. As such, we strive to foster a work culture where we are sensitive and open with each other, so we can address each other's concerns and needs promptly.



# FY 2024 / 2025 AT A GLANCE



**3,565** persons supported through our programmes

**2,182** children and youths served



**625** families served

**787** volunteers of all ages joined us in supporting our cause



**684** volunteer sessions

**6,162** volunteer hours



**60,583** social media reach

We engaged our supporters through various online platforms.

**2,497**

Followers on  
Facebook

**1,776**

Followers on  
Instagram

**1,679**

Followers on  
LinkedIn

**2,792**

Email  
subscribers





# Illuminating Early Pathways to Learning

## About Epworth Literacy

Epworth Literacy supports children with learning needs through literacy and behavioural interventions, helping them cope better in school and at home while safeguarding their well-being.

Its two key programmes are:

1. Literacy and Behavioural Intervention Programme (LBIP), a three-tiered programme that strengthens literacy alongside social and self-regulation skills for students with milder behavioural needs.
2. STAR Programme, which equips students with self-regulation skills to manage impulses, emotions, and behaviours.

## A Bright Start for Preschoolers

At Epworth Literacy, we believe that every child deserves the chance to shine. This year, we are proud to have launched the Basic Literacy Programme (BLP), a new initiative designed to engage children, aged five to seven before the start of formal education.

The BLP was developed in response to a recognised need; that timely intervention can make a profound difference. Across a six-month period, a team of five Literacy Intervention Teachers came together to develop eight interactive sessions under the first BLP module themed, "All About Me".

Based on four curated storybooks, "All About Me" focuses on letter recognition, letter formation, and high-frequency words. Beyond honing a child's literacy skills, the programme seeks to nurture social skills as well. The first module served as a pilot and ran from Mar to May 2025, serving 20 students across the two Literacy Centres in Jurong West and Bukit Batok.



BLP Volunteer reading a storybook to a class

## Powered by Volunteers

The BLP is designed to be a volunteer-driven model, and 26 volunteers including students and Epworth Board Members, were recruited by the Community Relations team and trained by the BLP team. Each session was facilitated by the Social Work Associates.

“

*I received regular feedback about my daughter's participation in the Basic Literacy Programme. My daughter enjoyed attending the sessions.*

*Her school teachers have also been reporting positive changes about my daughter's behaviour and class readiness.*

***She is becoming more engaged in literacy activities and is demonstrating a more proactive attitude towards learning.***

— Parent of A, six years old, currently in LBIP Tier Three.

”

## Lighting Up Progress

Among the 14 students who completed the pre- and post-assessments:

**57%**  
showed overall progress in literacy.

**43%**  
improved in letter writing.

**28%**  
gained stronger sight vocabulary.

While vocabulary improvements may require longer exposure, the programme has already illuminated meaningful pathways for growth. Students who required additional support were referred into our LBIP, ensuring continuity in their literacy and behavioural skills.

The BLP team has launched the second module in Jul 2025, with the aim of reaching out to more preschoolers. There are currently 18 students enrolled in BLP Module Two.

Through the BLP and alongside our main programmes (LBIP and STAR), Epworth Literacy remains steadfast in its mission to illuminate learning, empower resilience and help each child in their growing years.

## In this Financial Year...

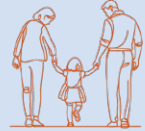


**257**

students enrolled under LBIP and STAR.

**371**

parents supported through the programmes.



**244**

families served.

**11,832**

hours of LBIP and STAR lessons.



BLP Volunteer engaging a class



**16**

BLP sessions held.

**38**

students served.

**26**

volunteers.





# From Sparks to Strength: Nurturing Potential

## About Epworth Family Welfare

To promote mental well-being, the programmes and services of Epworth Family Welfare (EFW) are aimed at addressing at-risk behaviours of children and youths. These programmes and services are designed to mend relationships between family members, in particular, parents with their children and youths. The department works closely with MSF on various fronts.

## Kindling Change

In the year in review, Felin, Manager for Family Welfare and Huitian, Assistant Manager for Family Welfare, led a master class at the Youth Outreach Conference—Meeting the NEETs (Not in Education, Employment or Training), from 25 to 27 Sep 2024. During the Conference, the team shared more about the Pre-Family Guidance Order (FGO) services.

The Pre-FGO programme and services are designed to work with at-risk children and youths on their challenging behaviours; provide parenting skills for parents; as well as build better family relationships.

The Youth Outreach Conference is an inaugural event organised by Fei Yue Community Services with the support of the Youth Worker Association Singapore. The conference brought together a myriad of international speakers, local social service practitioners, educators and policymakers, enabling comprehensive discussions on the emerging challenges faced by NEET youths, and showcasing the different programmes and services available to support this population.



EFW employees at the Youth Outreach Conference

On 17 Oct 2024, Senior Counsellor Elijah Chin co-presented a workshop with MSF on Functional Family Therapy (FFT) at a national conference promoting Family and Systemic work.

FFT is a short-term intensive counselling service provided for the probationers and their families. FFT was developed in the United States. It is an empirically supported and highly successful family intervention for youths referred for behavioural and emotional problems by the juvenile justice, mental health, and child welfare systems.



EFW co-presenting a workshop with MSF



## Nurturing Resilience and Potential

During the year in review, the team conducted three school programmes that encouraged resilience, self-discovery and positive behavioural change.

On 1 Aug 2024, the team held an assembly talk at West Spring Secondary School. Students were introduced to practical tools and strategies to build resilience and cultivate a growth mindset.

On 2 and 3 Jun 2025, the team conducted a workshop titled Empower21 at Princess Elizabeth Primary School. Designed to empower the next generation of resilient youths, the programme engaged students through fun, interactive activities to encourage them to discover their strengths, define personal success and nurture a healthy self-identity.

From 2 Jul to 25 Aug 2025, the team conducted Project Dawn at Presbyterian High School. This is a groupwork initiative that supports at-risk youths by addressing problematic behaviours, while involving their parents at key stages to ensure a more holistic and supportive intervention.

EFW's work continues to ignite small changes that grow into lasting transformation in the lives of the children and youths they work with. By promoting mental well-being, nurturing resilience and strengthening family bonds, the team continues to illuminate the path towards healthier and stronger children, youths and families.

## Aaron's Spark of Hope

Aaron\* was referred to Child Protective Service after multiple drug ingestions and overdoses, as well as alcohol withdrawal. After multiple suicide attempts, Aaron\* was placed in the Singapore Boys' Home (SBH) to ensure his safety and provide closer supervision.


During his stay in SBH, Aaron was referred to receive FFT with Epworth Community Services to address his key risk factors and equip his family with skills to supervise Aaron after he was discharged from SBH.

During this time, Aaron and his family learnt positive communication and coping skills. Aaron, once overwhelmed by his emotions, gradually found safety in sharing them with his mother and learnt to manage his feelings. Today, Aaron is pursuing his 'A' Levels and says he is grateful he did not give up on life.

*\*Name changed to protect beneficiary's privacy*

## In this Financial Year...

**217**   
children and youths served.

 **332**  
parents served.

**214**   
families served.

 **1,217**  
hours of engagement and  
intervention work completed.



“ Ms Grace (Epworth Family Welfare Therapist) made the sessions lively and informative. She guided Aaron throughout the time given – we are blessed to have her around, and we hope she continues helping children and parents to be united and succeed. Thank you for the help and time given to us.

– Mum of Aaron ”

## EPWORTH FOSTER CARE

# Lighting Paths, Changing Lives



### About Epworth Foster Care

Epworth Community Services was appointed by MSF to set up the first Fostering Agency in Singapore on 1 Sep 2015.

Epworth Foster Care aims to provide quality care and support to foster parents, kinship carers, and MSF-registered nannies, in their care for children and youths, while the reintegration of foster children with their natural families are being worked on.

The programmes and services include providing trauma-informed care and support to foster parents and caregivers, and equipping them with the resources and tools to support the child's holistic development in a safe, nurturing and caring family environment.

### Strengthening Children's Growth and Development

During the year in review, the Foster Care team organised programmes to help foster children and youths build resilience, social connections, and essential life skills.

An Emotional Regulation Groupwork held from Aug to Oct 2024, provided children aged 7-10 with tools to better identify and manage their emotions through interactive classroom activities.

For youths aged 12-14, our Youth Social Group offered quarterly gatherings and activities such as, Laser Tag, Splatter Painting and Archery. This was aimed to provide safe and fun opportunities to foster friendships and informal support networks beyond their individual care arrangements.

Partnerships with other volunteering groups to enrich our clients' experiences include:

- Christmas gifts from XCL Academy
- Robotics workshop by Stick 'Em, a team of robotics experts to spark interest in STEM learning
- A play titled "The Lost Lending Library" sponsored by Esplanade Singapore



Epworth foster youths at a Youth Social Group Gathering

### Beacons of Care: Foster Parents United

To uplift foster parents, the team collaborated with Dr. Giana Gomes, a Psychotherapist and Wellness Coach, for a self-care workshop on 14 Dec 2024. The workshop helped foster parents build coping skills and manage burnout.

From Feb to Jun 2025, five sessions of the Foster Parent Support Group was conducted. The sessions aimed to create a safe space for foster parents to draw strength from one another, and grow together. Nineteen parents benefited from these sessions and many provided feedback that the sessions made them feel more supported and empowered in their caregiving roles.

The third annual Foster Parents Orientation was held on 21 Jun 2025. This orientation complemented the mandatory training, to equip new foster parents with practical knowledge and clarity on the technicalities of fostering.

During the year in review, the department held six recruitment events:

- 3** expressed interest to become foster volunteers.
- 20** applied to become foster parents.
- 93** indicated interest to become foster parents.





Foster Parents Orientation



Foster Parents Support Group



## Shining Bright Together: Foster Care's 9th Anniversary Party

Beyond programmes and workshops, the team remains intentional in fostering a strong community spirit.

On 30 Nov 2024, foster families, volunteers, and partners came together to celebrate Foster Care's 9th Anniversary at Golden Village Vivocity.

Volunteers from Osttra and Morgan Stanley led fun activities, while long-serving foster parents and volunteers were recognised for their dedication.

We are grateful to our partners and volunteers who further strengthen the bonds of care and encouragement within our community.



Epworth Foster Care employees with volunteers from Osttra and Morgan Stanley

## In this Financial Year...



**180**

foster and kinship children served.

**218**



foster, kinship, natural parents and MSF-registered nannies served.



**119**

foster, kinship, and natural families served.

**2,966**



hours of face-to-face sessions and home visits completed.



EPWORTH HOMESWEETHOME

# Healing Together: A Safe Haven for Young Lives

## About Epworth HomeSweetHome

Epworth HomeSweetHome (HSH) is the first Therapeutic Group Home in Singapore that provides specialised care for boys aged 7-12, referred by the MSF due to moderate to high emotional and behavioural needs. These children often struggle with severe emotional dysregulation and sexualised behaviours, requiring intensive therapeutic support over a treatment period of 12-18 months.

At the heart of HSH's approach is Trauma Systems Therapy (TST) – a comprehensive evidence-based model that addresses both the emotional needs of the child and the environmental factors that impact their recovery. Through TST, we deliver trauma-informed care in a safe and nurturing setting, helping children heal from past trauma, build emotional resilience, and develop healthier coping strategies.

Our work is deeply rooted in collaboration with caregivers, professionals, and the wider community ensuring that each child receives holistic support. Together, we walk hand-in-hand with our community partners to restore hope and promote the well-being of every child entrusted under our care.



HSH beneficiaries with UOB Heartbeat volunteers

## Building a Trauma-Informed Culture

During the year in review, the HSH employees deepened their commitment to trauma-informed care through specialised training under the consultancy of Dr. Adam D. Brown from New York University.

Three clinical staff are pursuing Expert Certification in TST, while three operations staff are working towards Specialist Certification. As HSH's primary therapeutic framework, TST integrates individual and family therapy, skills-building, environmental modifications and coordinated services. This holistic approach allows us to meet both the emotional and environmental needs of our beneficiaries and their families.

Through this journey, the team has grown in confidence and capability, refining practices to better support those with complex needs. Looking ahead, HSH aims to achieve site certification in TST and embed its principles across all levels of care. By doing so, we hope to bring healing that extends beyond the Home into the wider community.



HSH beneficiaries playing with student volunteers

# The BRIGHT Impact of Volunteers

Alongside our Professionals, volunteers continue to play a vital role in shaping the experiences of our clients. Their presence offers more than just practical support; it brings affirmation, encouragement, and connection to the children involved.

## B – Boost Confidence

Praise and encouragement help children feel valued and capable

## R – Role-Model Positive Values

Respect, resilience, and empathy guide children in shaping their own character

## I – Introduce New Talents

Exposure to new hobbies broadens aspirations and worldviews

## G – Grow Social Skills

Shared activities nurture communication, cooperation, and relationship-building

## H – Help Create Belonging

Volunteers reduce isolation and foster community connection

## T – Tend to Emotional Well-being

Positive interactions ease anxieties and promote stability

These contributions, sometimes subtle, leave a lasting impact. In the year in review, we engaged 104 volunteers, who collectively contributed 718 hours, helping to nurture hope, resilience, and a renewed sense of self-worth in our beneficiaries.

Healing is never a solitary journey. Through the dedication of our trained professionals and the heartfelt contributions of our volunteers, we can continue to build a safe haven where children are nurtured, restored and empowered.

As we look forward, the team remains steadfast in its mission: to walk hand-in-hand with the community, creating pathways of hope and resilience for every child entrusted under our care.

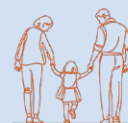


HSH beneficiaries with volunteers

## In this Financial Year...



**9**  
residents served.



**16**  
parents and caregivers served.



**9**  
families served.

**493**

hours of counselling  
and therapy sessions.





## EPWORTH CENTRE FOR POSITIVE RECOVERY

# Healing in Light: Nurturing Recovery, Restoring Hope

### About Epworth Centre for Positive Recovery

Epworth Centre for Positive Recovery (CPR) provides specialised therapeutic services that support the mental well-being of children, youths, and their caregivers, with a strong focus on trauma recovery.

Using evidence-informed approaches, CPR delivers tailored trauma treatments for children and youths aged 6-18, alongside family therapy, individual counselling, and trauma-informed behavioural interventions.

Guided by our mission to foster mental wellness and resilience, CPR works to restore a sense of safety, connection, and growth for individuals and families affected by trauma.

Creative initiatives such as "Little Hearts, Big Feelings" storytelling sessions at public libraries and Emotional Explorers workshops at Anglo-Chinese School (Primary and Junior) were held. These initiatives used creative tools like emotional thermometers, grounding exercises, and stress ball-making, to help over 100 children build emotional regulation skills and resilience.

Additionally, the team reached out to over 800 residents at the Bukit Batok National Day celebration, to share more about trauma and mental wellness through interactive coping activities.

To strengthen integrated care, CPR introduced its services to KK Women's and Children's Hospital and the National University Hospital's psychological departments, opening doors to coordinated support for children, youths, and their families navigating complex trauma.

### Lighting Connections: Strengthening Community Bonds

CPR was involved in over 20 outreach events, connecting with school counsellors, educators, families, donors, and mental health professionals. These events aimed to increase awareness of trauma-informed practices and foster valuable partnerships.

The team continued to deepen engagement with the community and professional partners to widen access to trauma recovery support. CPR collaborated with the Ministry of Education (MOE), to equip school counsellors with trauma-informed strategies.



**CPR employee engaging with a child at the Bukit Batok National Day celebration organised by People's Association**



**CPR employees with MOE school counsellors**



**CPR employees conducting a workshop at NLB**



## Research Initiatives: Advancing Trauma-Informed Care Through Knowledge Sharing

CPR also contributed to the sector's knowledge base through research. At the Social Service Research (SSR) Seminar held on 21 May 2025 at the National University of Singapore (NUS), CPR presented its pilot study on "Trauma-Informed Interventions for Foster Families". The Seminar was attended by 52 participants, including social service professionals, academics, and practitioners.

The presentation sparked robust dialogue among the participants, reinforcing the value of collaborative knowledge sharing in driving systemic change.



CPR employees at the SSR Seminar held at NUS

## Empowering Change: Commitment to Growth and Care

Rooted in the belief that healing is a unique and non-linear journey, the team deepened its practice by refining intervention strategies, strengthening internal collaboration, and investing in reflective supervision.

Looking ahead, CPR is committed to expanding access to trauma-informed care through scalable programmes, co-created resources, and stronger partnerships with schools and community organisations.

By nurturing resilience, equipping caregivers, and embracing innovation, CPR remains steadfast in its mission to be a guiding light for those journeying towards healing.



### In this Financial Year...



**42**

children and youths served.

**82**

parents served.



**39**

families served.

**1,585**

hours of counselling and intervention sessions completed.



## COMMUNITY RELATIONS

# Illuminating Paths: Our Year of Purpose and Impact

## About Epworth Community Relations

The work of the Epworth's Community Relations department focuses on management of media and communications, fundraising initiatives, and volunteer management. By sharing the organisation's work, we build strong relationships with our partners and the public, and generate support to strengthen our impact.

The year in review has been one of purpose and transformation. We are humbled by the strength of the children, youths, and families we serve, and inspired by the unwavering dedication of our partners and volunteers. With the support given, it has allowed us to continue making a meaningful impact in the lives of those we serve.

## Together, We Shine Brighter

With the growing support of corporate and community partners, our beneficiaries were enriched through a diverse range of experiences, from creative workshops and learning journeys, to sports and

music programmes. These engagements enabled them to build meaningful relationships and grow in confidence.

Notably, several initiatives that began as one-time activities grew into long-term partnerships. For instance, Michelin Asia-Pacific Pte Ltd not only ran engaging activities but also went on to sponsor students in our Literacy Intervention Programme. Similarly, DLE M&E Pte Ltd provided school essentials while imparting financial literacy skills to our beneficiaries. They have also expressed interest in a sustained collaboration with Epworth.

Schools and youth groups also played a vital role in expanding the experiences of the children and youths we served. Reading initiatives, sports events and creative workshops ran by student volunteers from Eunoia Junior College, Hwa Chong Institution and National Junior College allowed our beneficiaries to discover new creative outlets. YouthHarmony's cajon workshop culminated in a commendable performance at our Fundraising Gala Dinner held on 16 May 2025.

Through these meaningful engagements, we aim to provide our beneficiaries with enriching programmes, while nurturing a culture of compassion and service among the next generation.

The various corporates, learning institutions and groups we partnered with in the year in review are as follows:

Corporates	Learning Institutions and Others
Aberdeen	ACJC
Chew Your Veggies & Wonder Whisper	ACSI
Cocoon and Canvas	ACS Boys Brigade
DLE M&E Pte Ltd	China International Capital Corporation + NUS ORMC
Great World Residences	Elvin Ng and Fan Club
Hogan Lovells	Hwa Chong Institution
Michelin Asia-Pacific Pte Ltd	Hwa Chong Symphony Band
Teekay Marine (Singapore) Pte Ltd	National Junior College
UBS Singapore	Project All Smiles
UOB (Group Risk Management)	Project Caritas
	Shine x Youth Corps
	YouthHarmony





**Elvin Ng and Fan Club**



**Wonder Whisper**



**Great World Residences (Kuok Group)**



**Michelin Asia-Pacific Pte Ltd**



**DLE M&E Pte Ltd**



**UOB (Group Risk Management)**

## Volunteer-Led Programmes

Volunteers remain the heartbeat of Epworth's work. In the year in review, 787 like-minded volunteers contributed 6,162 volunteer hours. This was more than a threefold increase from the last financial year. Together, they supported 1,477 children and youths in their academic and personal growth.

Epworth Study Buddies, previously known as Project Lightbulb, has been supporting underprivileged children who require additional academic support for the past six years. Beyond academics, our volunteers befriend students, providing moral support and encouragement to help them thrive. This year, the team also embarked on a partnership with KiteSense, integrating technology and AI into our sessions to make learning more fun and enjoyable.

Epworth also launched the BLP, a volunteer-led initiative in collaboration with the Literacy Department, in Mar 2025. This programme aims to help young children aged five to seven with learning challenges build foundation skills through storytelling and interactive activities.

To recognise and strengthen our community of volunteers, we held our annual Volunteer Appreciation Event on 15 Feb 2025. We also held our Volunteer Engagement Event on 13 Sep 2025. These events serve as opportunities for volunteers to understand and align their volunteering goals with Epworth's vision and mission.

Moving forward, we will continue to invest in volunteer development to deepen relationships and sustain this vital pillar of our work.



**Epworth Study Buddies volunteer and student**



**Volunteer Appreciation Event**

## A United Community

During the year in review, Epworth ran the following key fundraising campaigns:

Campaign	Campaign Period
Up, Up, and Away	Aug–Oct 2024
Give & Feast 5	Nov 2024–Jan 2025
Sockful of Joy	Nov–Dec 2024
From Resolutions to Reality	Jan–Mar 2025
Gala Dinner 2025	Apr–Jun 2025

Our Fundraising Gala Dinner themed ‘Illuminate: Lighting the Way’ was graced by Guest-of-Honour Dr Vivian Balakrishnan and attended by donors, partners, and supporters. We are grateful to have exceeded our fundraising target of \$600,000 for the Gala Dinner.

Through the generosity and trust of our donors, we raised an approximate \$1.88 million in the financial year. The funds raised will allow Epworth to continue our intervention work to provide crucial support to at-risk and disadvantaged children and youths, so that they can overcome their challenges, such as, learning needs, and social, emotional, and trauma-related issues. We are grateful to our donors, whose support fuels every spark of transformation in the lives of our beneficiaries.



Mr Tan Khye Suan at Epworth Gala 2025



Dr Vivian Balakrishnan with Chairman, Dr Benjamin Tan at Epworth Gala 2025



Mr Tan Khye Suan introducing a dish at Give & Feast 5

## Many Lights, One Purpose

We expanded our digital presence to amplify stories of resilience and impact. Through video campaigns, engaging reels, and collaborations with partners, we grew our reach to a wider group of audiences and donors.


As part of the SG60 celebrations, we collaborated with the local brand MUSOKA Club to increase brand visibility amongst the 18-35 age group. The team also supported our fundraising efforts by contributing a portion of the proceeds from their apparel sale.


Our collaborative efforts resulted in a 33% increase in followers (8,800) and an 81% growth in organic reach (60,600) across platforms. These numbers reflect more than visibility—they represent deeper connections with a broader community of supporters.

We are most grateful for our partners and volunteers, whose kindness and unwavering support have provided our beneficiaries with opportunities to grow.

Moving forward, we remain committed to building stronger programmes so that we can continue to illuminate the path forward for at-risk children, youths and their families.

## In this Financial Year...

**1,477**   
children and youths supported through our volunteering programmes.

 **787**  
volunteers partnered with us.

**6,162**   
hours of volunteer engagement.

 **60,583**  
persons reached via Epworth's social media platforms.



# MAJOR DONORS AND PARTNERS

With grateful appreciation to our donors & partners in FY24/25

We can do so much more because of your giving.

## DIAMOND (\$50,000 and Above)

The Capital Group  
Woh Hup (Private) Limited

Mr Cavinder Bull

## PLATINUM (\$15,000 - \$49,999)

Mr Michael Lim Choo San  
Mr and Mrs Wen Tai and Karen Tan  
Dr Tan Thong Kwan Benjamin  
Catherine Ong Associates Pte Ltd  
DLE M&E Pte Ltd

Mr Tan Khye Suan  
Mr Chen Voon Hoe  
Teekay Marine (Singapore) Pte Ltd  
Mr & Mrs David Poon Foundation c/o The  
Community Foundation of Singapore

## GOLD (\$10,000 - \$14,999)

Orthopaedic A Care Service Pte Ltd  
Mr Hardev Singh Sidhu  
Dr Vivian Balakrishnan  
Tan Chin Tuan Foundation

Mr & Mrs Mark & Cheryl Balakrishnan  
Mr Cheng Siak Kian  
Ms Irene Chan Kim Geok

## SILVER (\$5,000 - \$9,999)

Mr Kawee Chong and Doris Mak  
KC Group Pte Ltd  
Mr Caesar Tan  
Mr & Mrs Sherlyn Wong and Chris Cheng  
Mr Chua Teck Huat Bill  
Mr Lee Soo Chye  
Mr Low Yon Jan  
Mr & Mrs Wendell & Janette Wong

Ms Ang Win-Nie  
Ms Fang Eu-Lin  
Mr Fong Chi Onn  
Mr Khoo Kay Tin  
Mr Bek Wei Da Edmund  
Drs Darryl Lim & Lim Hwee Woon  
Dr Phay Yew Ming

With Special Thanks to:



We also wish to acknowledge the  
39 donors who have donated and  
requested to remain anonymous.

## CORPORATE HIGHLIGHTS

# Nurturing Growth, Well-being, and Engagement at Epworth

### About Human Resources

The HR department is a vital function within any organisation, entrusted with managing its most valuable asset—its people. Serving as a strategic partner to both employees and leadership, HR plays a critical role in attracting, retaining, developing, and engaging a skilled and diverse workforce, ensuring the organisation is well-positioned to achieve its goals and objectives.

In a rapidly evolving work environment shaped by technological change and shifting sector needs, Epworth continues to place people at the heart of our mission. Our commitment to fostering exceptional employee experiences is anchored in three priorities: meaningful work, employee development, and an engaged workforce.

### Prioritising Health and Well-Being

As part of our commitment to promoting healthier lifestyles, Epworth introduced a range of wellness initiatives. These include annual health screenings, quarterly distributions of healthy snacks, and fitness classes such as Yoga and Piloxing.

To support the mental health of our employees, we implemented two support systems: the Resilient Minds Programme, an internal counselling arrangement to help employees cope with work stress; and a fully-paid Employee Assistance Programme with a professional counselling agency.



Epworth employees at a Piloxing class

### Building Bonds Beyond Work

Beyond work, we believe in strengthening bonds across the organisation. Highlights included the Epworth Escape Quest at the Asian Civilisations Museum in Nov 2024, which brought the entire organisation together for a day of team camaraderie, and our annual Chinese New Year Gathering, which reinforced our family spirit. Engaging workshops, such as the Floating Tea Cup activity, provided cross-departmental bonding opportunities. These events reinforced our sense of community and belonging.



Epworth employees at the Chinese New Year gathering

### Guiding Growth and Development

Employee development remains a core focus. We regularly sponsor and send employees for training programmes to support their upskilling. Guided by our Training Roadmap and Individual Learning Plans, employees are empowered to take ownership of their professional growth and engage in constructive conversations with Managers about learning needs, career progression, and internal mobility.

Leadership development also took centre stage. In Jul 2025, department heads attended the Coaching for Success Workshop, equipping them with foundational coaching skills to better engage and grow their teams. To further enhance communication skills across the organisation, we organised a lunchtime talk in Sep 2024 on Communication with Emotional Quotient and Transactional Analysis, as well as a webinar on Elevating Your Communication During Difficult Conversations for our half-yearly learning session.



**Epworth department heads at the "Coaching for Success" workshop**

## Listening to our People

In May 2025, we participated in the Employee Engagement Survey for Social Services, organised by NCSS and facilitated by EngageRocket.

We had an 86% participation rate and an overall engagement score of 72%. The results showed nearly three in four employees expressing engagement with their work. Notably, we received a 91% satisfaction rate from employees on their working experience in Epworth, affirming the positive impact of our people-focused policies and practices, and reflecting marked progress since our previous employee survey in 2021.

## Beacons of Progress

To enhance employee support and operational efficiency, several key HR initiatives were introduced in the year in review.

The updated Employee Handbook was released in Jan 2025, ensuring staff had clear and accessible guidelines aligned with evolving operational needs.

In May 2025, we introduced the Epworth Staff Portal, a self-developed centralised hub for staff to access HR-related information, key policies, forms, and updates. By consolidating resources in one accessible platform, the portal improves transparency, and strengthens communication.

In Aug 2025, we implemented e-Claims, digitising the claims process to reduce administrative workload and shorten approval timelines. This shift reflects our ongoing commitment to digitalisation and improving operational efficiency.

## Marks of Recognition

In the year in review, Epworth was recognised with the Progressive Wage Mark accreditation in Oct 2024, affirming our commitment to fair wage practices for lower-wage workers, and the National Service (NS) Mark in Jan 2025, acknowledging our support for NS and Total Defence.

The MSF designated 2025 as the Year of Celebrating Social Service Professionals (YCPProfessionals), who are at the heart of the social service sector. Epworth was honoured to have two of our employees featured in this nationwide campaign. This was showcased across bus stop shelters, MRT platforms and social media, highlighting the invaluable role that our Social Service Professionals play in guiding and supporting individuals and families in need.

As we move forward, Epworth remains committed to enhancing our employee experience through meaningful work, staff development, and a culture of care. Together, we will continue to serve with commitment, compassion, and readiness for the future.



**Epworth employees at the Staff Cohesion 2024**

## In this Financial Year...



**8**

**corporate events were held.**



**93**

**staff sent for training.**

**212**

**training sessions attended by staff.**





# CORPORATE HIGHLIGHTS

During the year in review, we continued to strengthen our organisational resilience and operational readiness through several key initiatives:

## Business Continuity Management

At the core of business continuity is ensuring the safety of our stakeholders and continuity of key services in the event of unexpected events. We have continued to strengthen our emergency preparedness through annual fire drills across all Epworth locations and annual table-top exercises. Through these exercises, employees are equipped to confidently and effectively navigate crisis situations.



**Epworth employees at the annual Table-Top Exercise**

## Data Protection and Cybersecurity

As Epworth endeavours to digitalise our operations, it is also essential to maintain strong cyber hygiene and improve our overall security posture. Refresher trainings on the Personal Data Protection Act and cybersecurity best practices, were held online for all employees.

We are also currently undergoing the Data Protection Essentials programme to strengthen our foundation in data protection and security practices so that we can continue to protect our stakeholders' data and recover quickly in the event of a data breach.



**Enforcing data protection and cybersecurity**

## Workplace Safety and Health (WSH)

Epworth rolled out the WSH policy in Jun 2025 to align with the WSH regulations and to ensure that employees and stakeholders are in a safe and healthy working environment.

Through initiatives such as workplace assessments, reporting of unsafe work environment or near misses, Epworth is committed to ensuring that a safe and conducive environment is provided to employees and the people we serve.

The Audit and Risk Committee has oversight of both WSH and Enterprise Risk Management in Epworth.



**Epworth employees at the First Aid Course**

## Welcoming New Board Members

On 22 Feb 2025, New Board Members were invited to hear more about the work at Epworth. The session was held at Epworth's Therapeutic Group Home, HSH. During the visit, our Executive Director provided an overview of Epworth's mission and the various services we provide. Board Members also had an opportunity to tour the Home, and experience first-hand the nurturing environment cultivated by the team through the Home's daily operations and resident activities.



**Board Members at HSH**

# Annual Board Retreat

On 7 Mar 2025, Epworth held its Annual Board Retreat, bringing together Board Members and Senior Management to reflect, align, and chart the organisation’s strategic direction.

This retreat serves as an important platform to ensure that Epworth’s work remains at the heart of all that we do, guiding our operational priorities and long-term goals.

Through open dialogue and forward-thinking discussions, the Board continues to steer Epworth towards meaningful growth, ensuring that we can expand our reach and deepen our impact in the lives of those we serve.



Board Retreat

# Staff Count

Role	Administrative and Support Staff	Counsellors/ Case Workers	Social Workers	A/Psychologists	Teaching Staff	Programme Support Staff	Residential Care Workers	Total
Full-time and Part-time Staff	25	8	28	6	19	0	10	96
Temporary Staff (including interns and trainees)	1			0			2	3



Epworth employees at various staff events



# 2025 FINANCIALS

Total income and total expenditure for the financial year amounted to \$8,840,671 and \$9,479,732 respectively, resulting in a deficit of (\$639,061).

The accumulated fund stands at \$2,168,148. Also included the restricted funds from Epworth Foster Care for amount \$64,186, Epworth Home Sweet Home for amount \$189,027, Epworth Pre-FGO Services for amount \$491,193. For Epworth Literacy and STAR, the deficit of (\$1,657,724) and (\$573,122) in restricted funds, respectively, are covered by donations and other Government funds from Epworth. Included in the general funds is a Reserve Policy Fund of \$1,500,000.

Epworth is working towards building up its reserve so as to improve the organisation's financial sustainability. Comprehensive fundraising plans are in place to reach this goal.

There were four main fundraising campaigns held in the Financial Year. Total raised from the four main fundraising campaigns was \$1,307,340. The fundraising efficiency ratio for the Financial Year 2024/2025 is 8.19%.

The audited financial statements for the financial year ended 31 Jul 2025 are available in the Annexe.

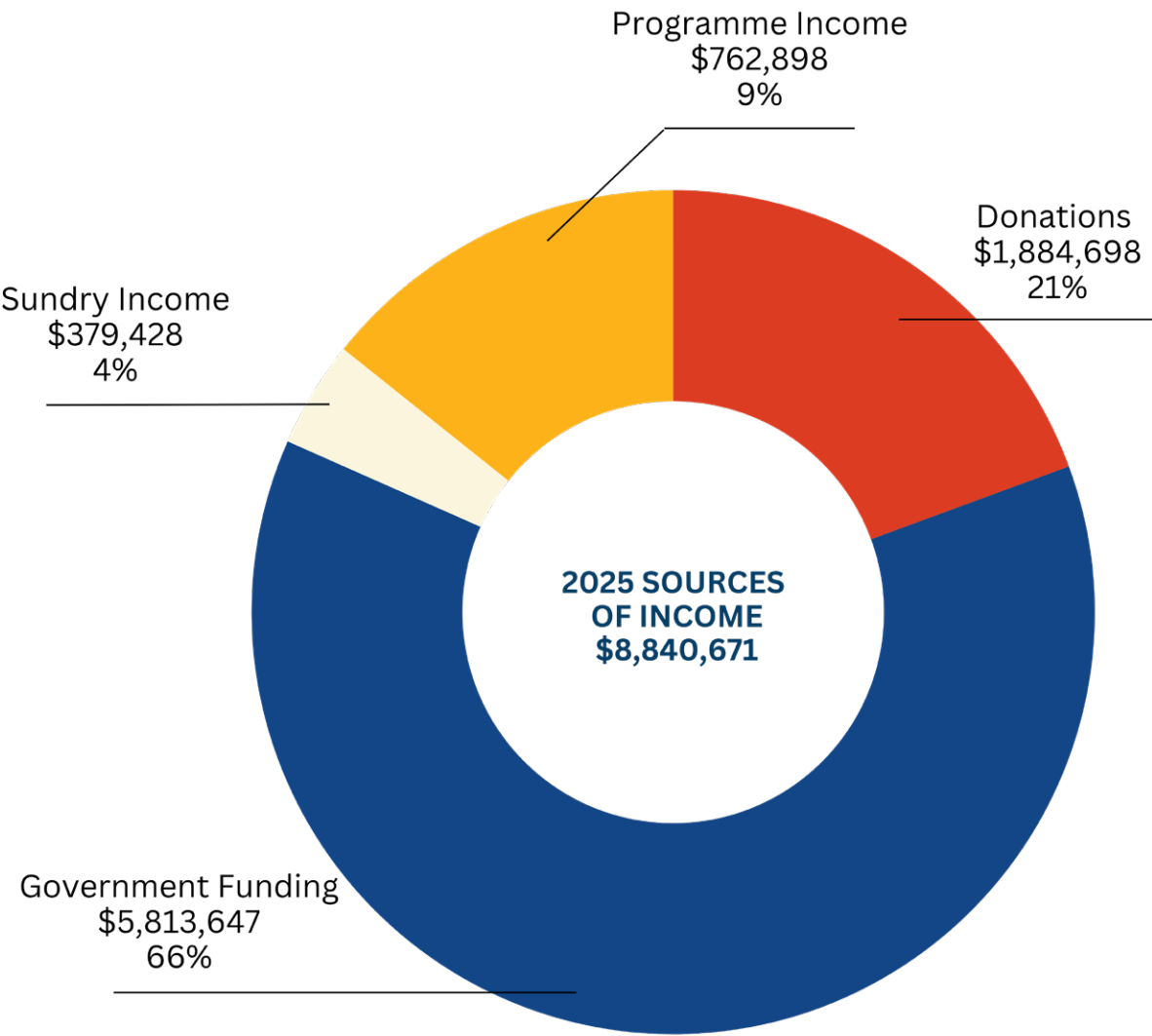


Figure 1: 2025 Sources of Income



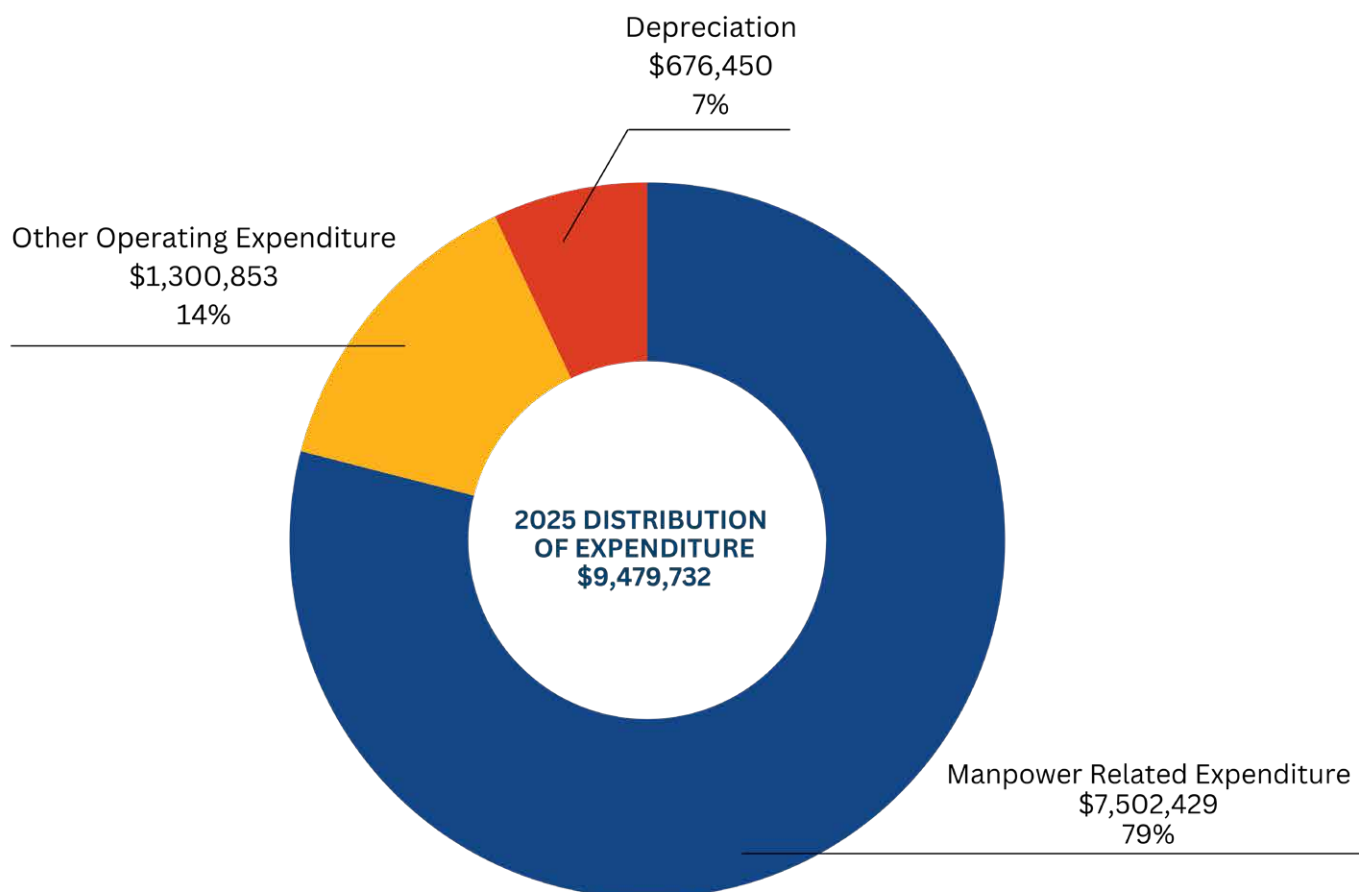


Figure 2: 2025 Distribution of Expenditure

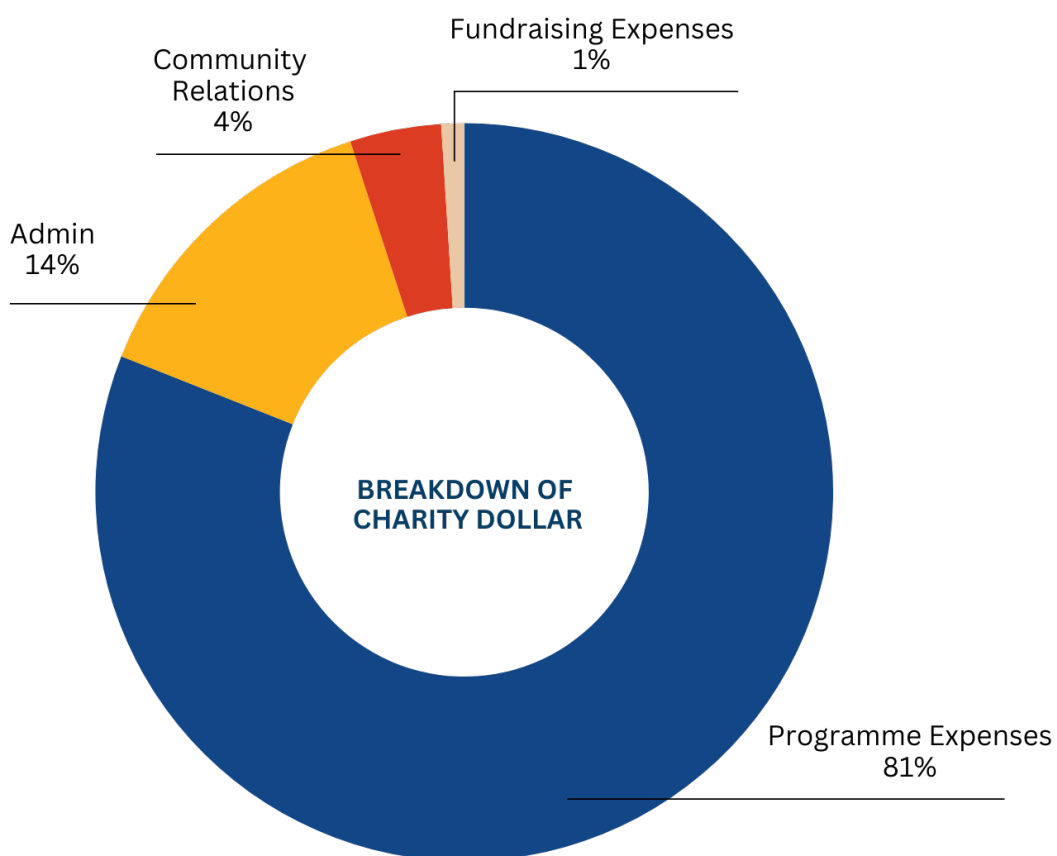


Figure 3: Breakdown of Charity Dollar

# GOVERNANCE EVALUATION CHECKLIST

## BOARD GOVERNANCE

Induction and orientation are provided to incoming Board members on joining the Board.	Complied
Are there Board members holding staff* appointments?	No
There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	Complied
All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	Complied
The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	Complied
Are there Board member(s) who have served for more than 10 consecutive years?	No
There are documented terms of reference for the Board and each of its Board committees.	Complied

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## CONFLICT OF INTEREST

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	Complied
Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	Complied

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## STRATEGIC PLANNING

The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	Complied
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# GOVERNANCE EVALUATION CHECKLIST

## HUMAN RESOURCE AND VOLUNTEER\* MANAGEMENT

The Board approves documented human resource policies for staff.	Complied
There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	Complied
There are processes for regular supervision, appraisal and professional development of staff*.	Complied
Are there volunteers* serving in the charity?	Yes
There are volunteers* management policies in place for volunteers*.	Complied

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## FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	Complied
The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	Complied
The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Complied
The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	Complied
The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	Complied
Does the charity invest its reserves, including fixed deposits?	Yes
The charity has a documented investment policy approved by the Board.	Complied

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## FUNDRAISING PRACTICES

Did the charity receive cash donations (solicited or unsolicited) during the year?	Yes
All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Complied
Did the charity receive donations-in-kind during the year?	No



# GOVERNANCE EVALUATION CHECKLIST

## DISCLOSURE AND TRANSPARENCY

The charity discloses in its annual report: i. Number of Board meetings in the year; and  
ii. Individual Board member's attendance. Complied

Are Board members remunerated for their Board services? No

Does the charity employ paid staff? Yes

No staff is involved in setting his or her own remuneration. Complied

The charity discloses in its annual report: (i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff\*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and (ii) If any of the 3 highest paid staff\* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff\* receives more than \$100,000 in annual remuneration each. Complied

The charity discloses the number of paid staff\* who are close members of the family\* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff\* who are close members of the family\* of the Executive Head or Board Member, who receives more than \$50,000 during the year. Complied

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## PUBLIC IMAGE

The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms. Complied

Year ended 31 Jul 2025

# ANNEXE

**EPWORTH COMMUNITY SERVICES**  
**FINANCIAL STATEMENTS**  
**FOR THE FINANCIAL YEAR ENDED**  
**31 JULY 2025**

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Statement by the Board	1
Independent Auditor's Report	2
Statement of Comprehensive Income	5
Balance Sheet	6
Statement of Changes in Funds	7
Statement of Cash Flows	8
Notes to the Financial Statements	9

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## EPWORTH COMMUNITY SERVICES

### STATEMENT BY THE BOARD

In the opinion of the Board,

- (a) the financial statements as set out on pages 5 to 24 are properly drawn up in accordance with the provisions of the Societies Act 1966 (the “Societies Act”), the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”) and Financial Reporting Standards in Singapore (“FRSS”) so as to give a true and fair view of the financial position of the Society as at 31 July 2025 and the financial performance, changes in funds and cash flows of the Society for the financial year then ended;
- (b) the Society has used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institution of a Public Character) Regulations;
- (c) the Society has complied with Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations;
- (d) the accounting and other records required to be kept have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act and the Charities Act and Regulations; and
- (e) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debt when they fall due.



Dr. Tan Thong Kwan Benjamin  
Chairman

✕



Choo Tuck Wai  
Treasurer

✕

22 October 2025

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
EPWORTH COMMUNITY SERVICES****Report on the Audit of the Financial Statements*****Opinion***

We have audited the accompanying financial statements of Epworth Community Services (the "Society") as set out on pages 5 to 24, which comprise the balance sheet as at 31 July 2025, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Society as at 31 July 2025 and of the financial performance, changes in funds and cash flows of the Society for the financial year ended on that date.

***Basis for Opinion***

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

***Other Information***

The Board is responsible for the other information. The other information comprises the information included in the Statement by the Board as set out on page 1 and other information included in the Annual Report for the financial year ended 31 July 2025, but does not include the financial statements and our auditor's report thereon.

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EPWORTH COMMUNITY SERVICES (cont'd)**

### **Report on the Audit of the Financial Statements (cont'd)**

#### ***Responsibilities of the Board and Those Charged with Governance for the Financial Statements***

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

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

Those charged with governance are responsible for overseeing the Society's financial reporting process.

#### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
EPWORTH COMMUNITY SERVICES (cont'd)**

**Report on the Audit of the Financial Statements (cont'd)**

***Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)***

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

**Report on Other Legal and Regulatory Requirements**

In our opinion,

- (i) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (ii) the fund-raising appeal held during the financial year ended 31 July 2025 has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

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



Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

22 October 2025

# EPWORTH COMMUNITY SERVICES

## STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 July 2025

	Note	2025 \$	2024 \$
<b>Income</b>			
Amortisation of capital grants	13	317,583	623,322
Donations	4	1,884,698	1,671,828
Government grants	5	5,496,064	4,838,727
Programme income		762,898	1,244,908
Sundry income	6	379,428	391,108
<b>Total income</b>		<b>8,840,671</b>	<b>8,769,893</b>
<b>Less expenditure</b>			
Depreciation - property, plant and equipment	9	458,373	809,359
Depreciation - right-of-use assets	10	218,077	229,443
Rental of premises	10	6,860	16,464
Staff costs	7	7,502,429	7,173,907
Other operating expenses	8	1,293,993	1,322,837
		<b>9,479,732</b>	<b>9,552,010</b>
<b>Net deficit and total comprehensive loss for the financial year</b>		<b>(639,061)</b>	<b>(782,117)</b>

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

# EPWORTH COMMUNITY SERVICES

## BALANCE SHEET

At 31 July 2025

	Note	2025 \$	2024 \$
<b>Non-current assets</b>			
Property, plant and equipment	9	138,818	592,594
Right-of-use assets	10	305,175	264,711
		<u>443,993</u>	<u>857,305</u>
<b>Current assets</b>			
Other receivables	11	936,546	605,355
Fixed deposits	12	1,879,868	2,210,346
Cash and bank balances		1,405,969	1,968,336
		<u>4,222,383</u>	<u>4,784,037</u>
<b>Total assets</b>		<u>4,666,376</u>	<u>5,641,342</u>
<b>Non-current liabilities</b>			
Capital grants	13	65,642	383,225
Other payables	14	442,343	455,700
Lease liabilities	10	160,044	81,933
		<u>668,029</u>	<u>920,858</u>
<b>Current liabilities</b>			
Lease liabilities	10	132,392	111,955
Other payables	14	1,697,807	1,801,320
		<u>1,830,199</u>	<u>1,913,275</u>
<b>Total liabilities</b>		<u>2,498,228</u>	<u>2,834,133</u>
<b>Net assets</b>		<u>2,168,148</u>	<u>2,807,209</u>
<b>Funds</b>			
Accumulated funds	15	2,168,148	2,807,209

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



## **EPWORTH COMMUNITY SERVICES**

### **STATEMENT OF CHANGES IN FUNDS**

**For the financial year ended 31 July 2025**

	<b>Accumulated funds \$</b>
Balance at 1 August 2023	3,589,326
Net deficit and total comprehensive loss for the financial year	<u>(782,117)</u>
Balance at 31 July 2024 (Note 15)	2,807,209
Net deficit and total comprehensive loss for the financial year	<u>(639,061)</u>
<b>Balance at 31 July 2025 (Note 15)</b>	<b><u>2,168,148</u></b>

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

# EPWORTH COMMUNITY SERVICES

## STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2025

	Note	2025 \$	2024 \$
<b>Cash flows from operating activities</b>			
Deficit for the financial year		(639,061)	(782,117)
Adjustments for:			
Amortisation of capital grants	13	(317,583)	(623,322)
Depreciation - property, plant and equipment	9	458,373	809,359
Depreciation - right-of-use assets	10	218,077	229,443
Property, plant and equipment written off		—	34
Interest income	6	(46,362)	(64,234)
Interest expense	10	12,224	9,096
Loss on disposals of property, plant and equipment		16,903	—
Loss on derecognition and early termination of right-of-use assets and lease liabilities		5,672	—
Operating cash flows before working capital changes		(291,757)	(421,741)
Receivables		(237,004)	(33,932)
Payables		(115,288)	415,540
Grants		(112,708)	550,821
<b>Net cash (used in)/generated from operating activities</b>		<b>(756,757)</b>	<b>510,688</b>
<b>Cash flows from investing activities</b>			
Purchases of property, plant and equipment	9	(22,812)	(133,854)
Interest received		54,913	45,757
<b>Net cash generated from/(used in) investing activities</b>		<b>32,101</b>	<b>(88,097)</b>
<b>Cash flows from financing activities</b>			
Repayments of lease liabilities	10	(155,965)	(161,423)
Interest paid on lease liabilities	10	(12,224)	(9,096)
<b>Net cash used in financing activities</b>		<b>(168,189)</b>	<b>(170,519)</b>
<b>Net change in cash and cash equivalents</b>		<b>(892,845)</b>	<b>252,072</b>
Cash and cash equivalents at beginning of the financial year		4,178,682	3,926,610
<b>Cash and cash equivalents at end of the financial year</b>		<b>3,285,837</b>	<b>4,178,682</b>
<b>Cash and cash equivalents comprise:</b>			
Cash and bank balances		1,405,969	1,968,336
Fixed deposits		1,879,868	2,210,346
		<b>3,285,837</b>	<b>4,178,682</b>

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

## EPWORTH COMMUNITY SERVICES

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

#### 1 General information

Epworth Community Services (the “Society”) is registered in Singapore under the Singapore Societies Act.

The Society is an approved charity under the Charities Act 1994 since 1 October 2008 and an approved Institution of a Public Character (“IPC”) for the period from 1 March 2022 to 28 February 2025. The Society’s IPC status has been renewed from 1 March 2025 to 29 February 2028.

The Society offers programmes and services to help children, youth and their families in the local communities. Services include Epworth Literacy, Epworth Student Care, Epworth Family Welfare, Epworth Foster Care and Epworth HomeSweetHome.

The headquarter is located at Blk 106 Bukit Batok Central, #01-217, Singapore 650106.

The principal services of the Society are as follows:

##### *Epworth Literacy*

Epworth Literacy provides an aggregation of intervention programmes and services to help children overcome learning challenges so that they can cope with formal education. These programmes includes, the Literacy Intervention Programme, STAR Behavioural Modification Programme and Epworth Literacy and Behaviour Intervention Programme.

##### *Epworth Student Care*

Epworth Student Care provides a caring, safe and conducive environment for children whose parents are unable to look after them during the day. This ensures that students can spend their time meaningfully and be positively nurtured in their mental well-being. The service was discontinued during the financial year.

##### *Epworth Family Welfare*

Epworth Family Welfare are aimed at addressing at-risk behaviours of children and youths, and are designed to mend and build stronger relationships between family members. These programmes include, Pre-Family Guidance Order, Family Guidance Order, Functional Family Therapy - Juvenile Justice, Supervised Access and Project Dawn.

##### *Epworth Foster Care*

Epworth Foster Care was appointed by the Ministry of Social and Family Development (“MSF”) in September 2015 to be the first Fostering Agency in Singapore. The mission of Epworth Foster Care is to provide quality care and support to foster parents and connect them to a wider network of resources.

##### *Epworth HomeSweetHome*

Epworth Community Services was appointed by the Ministry of Social and Family Development (“MSF”) in July 2013 to set up the first Therapeutic Group Home in Singapore. The home, Epworth HomeSweetHome, uses Trauma Systems Therapy as a treatment model to help children who display severe behavioural problems, after having experienced complex trauma and attachment issues.

## **1 General information (cont'd)**

The principal services of the Society are as follows (cont'd):

### ***Epworth Centre for Positive Recovery***

Epworth Centre for Positive Recovery ("CPR") provides specialised therapeutic service to support children, youths and their caregivers in their mental well-being. Using evidence-based approaches, CPR provides counselling, family therapy, and behavioural support to those affected by trauma.

## **2 Material accounting policies**

### **a) Basis of preparation**

The financial statements, expressed in Singapore dollar ("S\$"), which is the functional currency of the Society, have been prepared in accordance with the Societies Act 1966 (the "Societies Act"), Singapore Charities Act 1994 and other relevant regulations (the "Charities Act and Regulation") and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on the Board's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

#### ***Use of estimates and judgements***

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3 to the financial statements.

The carrying amounts of cash and cash equivalents, other current receivables and payables (other than lease liabilities) approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

#### ***New and revised standards that are adopted***

In the current financial year, the Society has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year. Changes to the Society's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Society.



## 2 Material accounting policies (cont'd)

### a) Basis of preparation (cont'd)

#### *New and revised standards not yet effective*

New standards, amendments to standards and interpretations that have been issued at the balance sheet date but are not yet effective for the financial year ended 31 July 2025 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society except as disclosed below:

#### **FRS 118 Presentation and Disclosure in Financial Statements**

FRS 118 will replace FRS 1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transition provisions.

The new standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for “operating profit”, “profit or loss before financing and income taxes”, and “profit or loss” in the statement of profit or loss.
- Management-defined performance measures (“MPMs”) are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the FRSs.
- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Society is in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

### b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment loss. Depreciation is charged on a straight-line method so as to allocate the depreciable amount of assets over their estimated useful lives as follows:

	Years
Computers	3
Furniture and fittings	5
Office equipment	3
Renovation	Over the remaining lease term

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in statement of comprehensive income when the changes arise.

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

### c) Income recognition

#### *Programme income*

Programme income are recognised over the period of provision of services to clients.

## **2 Material accounting policies (cont'd)**

### **c) Income recognition (cont'd)**

#### *Interest income*

Interest income is accrued on a time proportion basis, by reference to the principal outstanding and at the interest rate applicable.

#### *Donation income*

Donation income is recognised when received.

### **d) Government grants**

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred income on the balance sheet and transferred to capital grant on the balance sheet when the grant is utilised. The capital grant is amortised to statement of comprehensive income over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expense item, it is recognised in statement of comprehensive income over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

### **e) Financial assets**

#### *Recognition and derecognition*

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

#### *Classification and measurement*

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Society classifies its financial assets at amortised cost.

#### *Subsequent measurement*

The Society's financial assets at amortised cost include other receivables (excluding prepayments and accrued income), fixed deposits, and cash and bank balances.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in statement of comprehensive income when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

#### *Impairment*

The Society recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Society expects to receive, discounted at an approximation of the original effective interest rate.

## **2 Material accounting policies (cont'd)**

### **e) Financial assets (cont'd)**

#### ***Impairment (cont'd)***

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

If the Society has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Society measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Society recognises an impairment gain or loss in statement of comprehensive income for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

### **f) Financial liabilities**

Financial liabilities which comprise other payables (excluding Goods and Services Tax ("GST") payable, advance receipts, deferred income, provision for reinstatement and provision for unutilised leave) and lease liabilities are initially measured at fair value minus directly attributable transaction costs and are subsequently measured at amortised cost using the effective interest method.

### **g) Impairment of non-financial assets**

Non-financial assets are reviewed for impairment at each balance sheet date or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in statement of comprehensive income.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recorded in income. However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for that asset in prior years.

### **h) Income tax**

The Society is registered under the Charities Act and is exempt from income tax under the Income Tax Act. As such, no provision for income tax has been made in the financial statements of the Society.

### **i) Provisions**

Provisions are recognised when the Society has a legal or constructive obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made. Where the Society expects a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

## 2 Material accounting policies (cont'd)

### j) Leases

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

#### *When the Society is the lessee*

##### *Lease liabilities*

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Society uses its incremental borrowing rate.

The lease liabilities are presented as a separate line in the balance sheet.

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

The Society remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

##### *Right-of-use assets*

The Society recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Whenever the Society incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the cost relates to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset. If ownership of the leased asset transfers to the Society at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the balance sheet.

The Society applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(g).



### 3 Critical judgement in applying the Society's accounting policies

In the process of applying the Society's accounting policies, management has made the following judgement that have the most significant effect on the amounts recognised in the financial statements.

#### *Determining the lease term*

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended.

For leases of premises, the following factors are considered to be most relevant:

- If any leasehold improvements are expected to have a significant remaining value, the Society typically includes the extension option in lease liabilities;
- The Society considers other factors including its historical lease periods and the costs and operational disruption required to replace the leased asset.

The assessment of reasonable certainty to exercise extension options is only revised if a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee.

### 4 Donations

	2025 \$	2024 \$
Tax exempted	1,342,857	1,153,607
Non-tax exempted	541,841	518,221
	<b>1,884,698</b>	<b>1,671,828</b>

### 5 Government grants

	2025 \$	2024 \$
MSF baseline funding	2,259,278	2,097,733
MSF functional family therapy and functional family therapy case management	639,305	703,849
MSF functional family therapy juvenile justice	118,270	113,516
MSF per capita grant	609,790	601,385
MSF pre-FGO screening & outreach	79,720	33,345
MSF pre-FGO social service	164,143	—
MSF life programme	—	74,635
National Council of Social Service grants	18,621	(18,164)
MSF reimbursements	311,269	337,135
Tote board social service fund	599,649	525,075
Enhanced fundraising government grant	668,962	359,915
Wages credit scheme	—	9,920
Others	27,057	383
	<b>5,496,064</b>	<b>4,838,727</b>

## 6 Sundry income

	2025 \$	2024 \$
Centre for positive recovery - UBS income	300,000	283,748
Centre for positive recovery - President Challenge Fund	—	3,931
Interest income	46,362	64,234
Other grant and subsidies	31,475	34,762
Others	1,591	4,433
	<b>379,428</b>	<b>391,108</b>

## 7 Staff costs

	2025 \$	2024 \$
Salaries and related costs	6,329,921	5,972,486
Central Provident Fund	948,937	940,602
Others	223,571	260,819
	<b>7,502,429</b>	<b>7,173,907</b>

Included in staff costs are remuneration paid to key management personnel as follows:

	2025 \$	2024 \$
Salaries and related costs	604,053	518,506
Central Provident Fund	76,554	64,373
	<b>680,607</b>	<b>582,879</b>

Key management personnel comprise the Executive Director, Clinical Director, Senior Managers, and Finance Manager.

## 8 Other operating expenses

Included in other operating expenses are the following expenses:

	2025 \$	2024 \$
Cleaning charges	93,671	102,196
Food and refreshments	89,702	161,238
Gala dinner expenses	94,938	78,088
Professional fees	77,756	95,217
Rental of premises	6,860	16,464
Transport and travelling	217,801	239,736

**9 Property, plant and equipment**

	Computers \$	Furniture and fittings \$	Office equipment \$	Renovation \$	Total \$
<b>2025</b>					
<b>Cost</b>					
At 1 August 2024	413,895	78,521	22,518	1,922,512	2,437,446
Additions	16,616	6,196	—	—	22,812
Disposals	(72,260)	(46,490)	(3,100)	—	(121,850)
Written off	—	(150)	—	—	(150)
At 31 July 2025	<b>358,251</b>	<b>38,077</b>	<b>19,418</b>	<b>1,922,512</b>	<b>2,338,258</b>
<b>Accumulated depreciation</b>					
At 1 August 2024	273,238	53,491	14,254	1,503,869	1,844,852
Depreciation charge	81,489	6,251	5,073	365,560	458,373
Disposals	(64,281)	(36,858)	(2,496)	—	(103,635)
Written off	—	(150)	—	—	(150)
At 31 July 2025	<b>290,446</b>	<b>22,734</b>	<b>16,831</b>	<b>1,869,429</b>	<b>2,199,440</b>
<b>Net carrying value</b>					
At 31 July 2025	<b>67,805</b>	<b>15,343</b>	<b>2,587</b>	<b>53,083</b>	<b>138,818</b>
<b>2024</b>					
<b>Cost</b>					
At 1 August 2023	303,234	64,443	22,518	1,985,212	2,375,407
Additions	127,306	4,280	—	2,268	133,854
Transfer to right-of-use assets	—	—	—	(55,000)	(55,000)
Reclassification	—	9,968	—	(9,968)	—
Written off	(16,645)	(170)	—	—	(16,815)
At 31 July 2024	<b>413,895</b>	<b>78,521</b>	<b>22,518</b>	<b>1,922,512</b>	<b>2,437,446</b>
<b>Accumulated depreciation</b>					
At 1 August 2023	177,436	35,316	6,749	852,329	1,071,830
Depreciation charge	112,447	12,773	7,505	676,634	809,359
Transfer to right-of-use assets	—	—	—	(19,556)	(19,556)
Reclassification	—	5,538	—	(5,538)	—
Written off	(16,645)	(136)	—	—	(16,781)
At 31 July 2024	<b>273,238</b>	<b>53,491</b>	<b>14,254</b>	<b>1,503,869</b>	<b>1,844,852</b>
<b>Net carrying value</b>					
At 31 July 2024	<b>140,657</b>	<b>25,030</b>	<b>8,264</b>	<b>418,643</b>	<b>592,594</b>

## 9 Property, plant and equipment (cont'd)

The Society received capital grants from the Ministry of Social and Family Development Service and the National Council of Social Service to finance purchase of computers, office equipment and renovation of the Society.

## 10 Right-of-use assets and lease liabilities

### The Society as a lessee

#### Nature of the Society's leasing activities

The Society leases premises and office equipment from non-related parties under non-cancellable operating lease agreements. These leases have an average tenure of between one to three years, varying terms, escalation clauses and renewal options.

The maturity analysis of the lease liabilities is disclosed in Note 16(b).

Information about leases for which the Society is a lessee is presented below:

#### Amounts recognised in balance sheet

	2025 \$	2024 \$
<u>Carrying amount of right-of-use assets</u>		
Leasehold premises	237,203	153,040
Renovation	24,200	77,502
Office equipment	43,772	34,169
	<u>305,175</u>	<u>264,711</u>
<u>Carrying amount of lease liabilities</u>		
Current	132,392	111,955
Non-current	160,044	81,933
	<u>292,436</u>	<u>193,888</u>
Additions to right-of-use assets	264,031	170,708
Transfers to right-of-use assets	—	55,000



**10 Right-of-use assets and lease liabilities (cont'd)****The Society as a lessee (cont'd)**

Information about leases for which the Society is a lessee is presented below (cont'd):

**Amounts recognised in statement of comprehensive income**

	2025 \$	2024 \$
<u>Depreciation charge for the financial year</u>		
Leasehold premises	141,245	141,366
Renovation	63,003	71,898
Office equipment	13,829	16,179
	<u>218,077</u>	<u>229,443</u>
<u>Lease expense not included in the measurement of lease liabilities</u>		
Lease expense - short-term leases	6,860	16,464
	<u>12,224</u>	<u>9,096</u>
Interest expense on lease liabilities	12,224	9,096

During the financial year, total cash flow for leases amounted to \$175,049 (2024: \$186,983).

As at 31 July 2025, the Society is committed to \$Nil (2024: \$20,387) for short-term leases.

**Reconciliation of movements of lease liabilities to cash flows arising from financing activities**

	2025 \$	2024 \$
Balance at 1 August	193,888	245,939
Changes from financing cash flows:		
- Repayments	(155,965)	(161,423)
- Interest paid	(12,224)	(9,096)
Non-cash changes:		
- Interest expense	12,224	9,096
- Additions	254,331	109,372
- Others	182	—
Balance at 31 July	<u>292,436</u>	<u>193,888</u>

**11 Other receivables**

	2025 \$	2024 \$
Accrued income	774,536	446,965
Sundry receivables	29,014	26,007
Sundry deposits	38,092	41,026
Prepayments	94,904	91,357
	<u>936,546</u>	<u>605,355</u>

**12 Fixed deposits**

	2025 \$	2024 \$
Fixed deposits - Reserve Policy Fund (Note 18)	1,500,000	1,500,000
Fixed deposits - General Fund	379,868	710,346
	<u>1,879,868</u>	<u>2,210,346</u>

Fixed deposits are short-term in nature, mature less than 8 months (2024: 4 months) after balance sheet date and earn interests ranging from 0.78% to 2.20% (2024: 2.38% to 3.30%) per annum.

**13 Capital grants**

	2025 \$	2024 \$
Balance at beginning of the financial year	383,225	881,997
Grants utilisation	—	124,550
Amortisation	(317,583)	(623,322)
Balance at end of the financial year	<u>65,642</u>	<u>383,225</u>
Accumulated amortisation comprises:		
Balance at beginning of the financial year	3,098,557	2,475,235
Amortisation	317,583	623,322
Balance at end of the financial year	<u>3,416,140</u>	<u>3,098,557</u>

The Society received capital grants from the Ministry of Social and Family Development, the Ministry of Education and the National Council of Social Service for the purchase of computers, office equipment and renovation works and the related grants are amortised over the respective assets' useful life.

**14 Other payables**

	2025 \$	2024 \$
Provision for reinstatement	442,343	455,700
Accrued operating expenses	546,258	528,163
Advance receipts	145	1,480
Deferred income	907,950	926,284
GST payable	7,135	21,526
Provision for unutilised leave	114,051	119,616
Students' deposits	46,154	101,660
Sundry payables	76,114	102,591
	<b>2,140,150</b>	<b>2,257,020</b>
Non-current portion - provision for reinstatement	<b>(442,343)</b>	<b>(455,700)</b>
	<b>1,697,807</b>	<b>1,801,320</b>

**15 Accumulated funds**

	2025 \$	2024 \$
Epworth Pre-FGO Services	491,193	464,643
Epworth Functional Family Therapy - Juvenile Justice	(7,054)	2,900
Epworth Foster Care	64,186	119,972
Epworth HomeSweetHome	189,027	204,211
Epworth Literacy	(1,657,724)	(897,299)
Epworth Star	(573,122)	(573,122)
Unrestricted fund *	3,661,642	3,485,904
	<b>2,168,148</b>	<b>2,807,209</b>

\* Offsetting the deficits of Epworth Literacy and Epworth Star, the unrestricted fund available for use by the Society is \$1,430,796 (2024: \$2,015,483).

Funds received by respective divisions specifically for the respective divisions are strictly not transferrable to other divisions and are restricted for the respective division's use only.

Included in the unrestricted fund is a Reserved Policy Fund of \$1,500,000 (2024: \$1,500,000) (Note 18) designated by the Board to provide for unexpected future working capital requirements.

The purpose of restricted funds is as follow:

*Epworth Pre-FGO Services*

It is for the guidance of families in their parenting, the improvement of parent-child relationships, as well as the addressing of care, protection and rehabilitation for children and youths presenting at-risk behaviours.

## 15 Accumulated funds (cont'd)

The purpose of restricted funds is as follow (cont'd):

### *Epworth Functional Family Therapy - Juvenile Justice*

It is to decrease youths' risk factors while enhancing their protective factors and to reduce their risk of recidivism. It is also used to address all other matters relevant to the care, protection and rehabilitation for youths presenting at-risk of offending behaviours.

### *Epworth Foster Care*

It is to enable the provision of quality care and support for foster parents, kin carers and foster children, connect them to a wider network of resources, and enable the re-integration of foster children with their natural families. It is also used to support the publicity and recruitment of foster parents and volunteers.

### *Epworth HomeSweetHome*

It is to provide stay-in treatment for children between the ages of 7 to 12 years old who have experienced abuse. Ultimately, working towards their discharge and thus, placement in a safe home.

### *Epworth Literacy*

It is to support the provision of early intervention programmes and services to help children between the ages of 5 to 12 years old bridge the gaps in their literacy skills.

### *Epworth Star*

It is to cultivate skills and strategies for children to manage their behaviours.

## 16 Financial instruments

### a) Categories of financial instruments

Financial instruments at their carrying amounts at balance sheet date are as follows:

	2025 \$	2024 \$
<i>Financial assets</i>		
At amortised cost	3,352,943	4,245,715
<i>Financial liabilities</i>		
At amortised cost	960,962	926,302

### b) Financial risk management

The Society's activities expose it to minimal financial risks and overall risk management is determined and carried out by the Board.



**16 Financial instruments (cont'd)****b) Financial risk management (cont'd)***Credit risk*

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Society. The Society's exposure to credit risk arises primarily from sundry receivables, sundry deposits and cash and cash equivalents. The Society places its cash and fixed deposits with reputable banks and financial institutions.

The Society does not have any significant concentration of credit risk exposure. The maximum exposure to credit risk is represented by the carrying value of each class of financial assets recognised on the balance sheet. The credit risk exposure in relation to financial assets at amortised cost as at 31 July 2025 and 31 July 2024 is insignificant, and accordingly no credit loss allowance is recognised as at 31 July 2025 and 31 July 2024.

*Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Society's financial instruments will fluctuate because of changes in market interest rates. The Society's income and operating cash flows are substantially independent of changes in market interest rates as it does not have significant interest-bearing financial instruments.

*Liquidity risk*

The Board exercises prudent liquidity and cash flow risk management policies and aims at maintaining a sufficient level of liquidity and cash flow at all times to meet the Society's financial liabilities which are due and payable within 12 months from the end of the reporting period.

The table below summarises the maturity profile of the Society's financial liabilities at the end of the reporting period based on contractual undiscounted cash flows:

	1 year or less \$	1 to 5 years \$	Total \$
<b>2025</b>			
Other payables	668,526	—	668,526
Lease liabilities	141,967	165,450	307,417
	<b>810,493</b>	<b>165,450</b>	<b>975,943</b>
<b>2024</b>			
Other payables	732,414	—	732,414
Lease liabilities	115,597	96,794	212,391
	<b>848,011</b>	<b>96,794</b>	<b>944,805</b>

**17 Fair value of assets and liabilities**

The carrying amounts of the current financial assets and liabilities recorded in the financial statements of the Society approximate their fair values due to their short-term nature.

## **18 Fund management**

The Society's objective when managing its funds are to safeguard and to maintain adequate working capital to continue as going concern and to develop its principal activities over the longer term through programme income and significant support in the forms of donations.

The Society established a Reserve Policy Fund to accumulate excess funds in support of operating expenditure and to provide for unexpected future working capital requirements. At 31 July 2025, this Reserve Policy Fund is represented by the fixed deposits of \$1,500,000 (2024: \$1,500,000) (Note 12).

There were no changes to the Society's objective, policy or process during the financial years ended 31 July 2025 and 31 July 2024.

## **19 Authorisation of financial statements**

The financial statements of the Society for the financial year ended 31 July 2025 were authorised for issue in accordance with a resolution of the Board dated 22 October 2025.



# LOCATIONS

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## **Epworth Foster Care**

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Tel: 6562 2211

## **Epworth Family Welfare**

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Tel: 6562 2211

## **Epworth Literacy Centre (Bukit Batok)**

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