

ANNUAL REPORT 2023



The Helping Hand

"Come unto me, all ye that labor and are heavy laden, and I will give you rest" (Matthew 11:28)

Content Page

03 Our Story

07 Our Team

10 Impact Highlights

18 Our Community Partners

19 Training & Development

21 Corporate Governance

32 Donor Impact Report and Financial Summary

Charity Reg: 000673
IPC: 000344
UEN: S88SS0058F

Our Story About The Helping Hand



Welcome to The Helping Hand, a Christian halfway house dedicated to guiding ex-offenders towards Christ-centered lives. Our mission extends to individuals of all faiths beyond rehabilitation; we aspire to reintegrate individuals back into society and offering continuous community support. Started from a small semi-detached house on Chancery Lane, by the grace of God, we now reside at 819 Upper Serangoon Road, with the capacity to house 116 residents. Our unique four-fold therapy program encompasses spiritual, vocational, physical, and social elements. At the core lies spiritual therapy, built on the belief that spiritual regeneration can liberate ex-offenders from vices, facilitating integration into the community and church for a God-centered life. Through daily devotions and Bible teachings, we lay the foundation for residents to be rooted in God’s word and cultivate Christian character. This therapy encourages a personal relationship with our Lord and Savior, leading to salvation and the freedom He offers. Recognizing the challenges ex-offenders face in securing employment, our work projects aim

to break the bondage of idleness and provide valuable skills. We instil proper work ethics, transforming residents into gainfully employed members of society. Balancing physical health with recreational activities, we organize soccer games, swimming outings, jogging and pool tournaments, fostering mental alertness, and encouraging healthy lifestyles. Physical exercise becomes a restorative process for bodies once ravaged by addiction. Given the tendency towards antisocial behaviour, our social therapy equips residents with social and interpersonal skills, fostering positive relationships. Breaking down the psychological barriers erected during years of addiction, this therapy prepares individuals to engage in everyday environments. As we extend an invitation to join us in prayerfully partnering in this vital ministry, we celebrate the transformative journey at The Helping Hand – a sanctuary of hope and healing.

Our Values

H

We Honor God in our daily work activities through honest, open communication with one another guided by the spirit of humility and make conscious efforts to work in harmony and unity.

A

We always embrace Adaptability in our work culture to keep our spiritual and life-skills teaching relevant and to delight our customers.

N

We are committed to Nurture and help one another to have a fulfilling spiritual walk with God, find purpose and joy in our work and encourage one another to be physically fit.

D

We are Devoted to help ex-offenders to lead a changed life and inculcate a "Can Do" attitude through Christ who strengthens us.

Our Vision

Our vision is to transform ex-offenders to live Christ-centered lives by creating a safe and empowering place where they can grow in their faith, rebuild their lives, and develop the skills and knowledge they need to live full and meaningful lives.

Our Mission

Our mission is to provide a holistic approach to healing and transformation where residents can develop the skills and knowledge they need to live productive and fulfilling lives.



Chairman's Message

Dear Friends of THH,

The transformative work at THH continues apace. This is true both for our client-facing programmes and for staff, Board, and other volunteers.

THH's management team, led by CEO Michael Cheah, has been tasked by the Board to review what is 'business-as-usual' at our social enterprises. We are actively supporting them as they identify and prayerfully work through a refined strategy and the steps needed to do so. This programmatic review is time-consuming but also a good opportunity to build on-the-ground understanding of THH's goals in providing a sustainable model of rehabilitation.

Internally, improving our impact means improving on the work-skills training aspect of the rehabilitative model. This part of the Board's focus is reflected in the decision to try out a new model of in-house employment for our newly onboarded client residents. As proposed by Management, we hope it will provide a consistent work therapy and counselling support environment. We have also brought in experienced elders from the Christian ministry, policy space and civic society to advise on other programme enhancements.

On the community-facing front, we are reaching out to other stakeholders and ministry partners to build up co-operation within the rehabilitative ecosystem. Our signature Ride-to-Restore event is now in full swing, and we are grateful for our faithful supporters and resident cyclists spurring each other on! Last year's event sponsor Gardens by the Bay has now increased its support and we are inspired to seek out more of such partnerships that help open up each resident's re-integration into society – not just getting a job and finding work, but finding safe social space to enjoy our Singapore with family and friends. We are indebted to Gardens by the Bay for leading the way in this regard.

We hope to celebrate a wider range of corporate and stakeholder partners at our Christmas Carnival. Christmas being a time of great cheer, we hope our social enterprises will attract more support and explore further opportunities for public-private partnerships that are innovative and build a stronger, safer framework for re-integration. A perfect time to celebrate THH and our earthly homeland of Singapore!

May Loh

Chairman, The Helping Hand



CEO's Message

A Year of Renewal and Progress at The Helping Hand

"The Helping Hand stands as a beacon of hope, embodying the principles of faith, compassion, and redemption. We provide a nurturing environment where individuals can find solace, forgiveness, and the strength to rebuild their lives."

As we reflect on the transformative journey of the past year, a profound sense of gratitude and pride fills my heart. The Helping Hand's commitment to guiding ex-offenders through their recovery journey, rooted in our Christian identity, has propelled us to new heights. The Helping Hand stands as a beacon of hope, embodying the principles of faith, compassion, and redemption. We provide a nurturing environment where individuals can find solace, forgiveness, and the strength to rebuild their lives.

In 2023, we welcomed 78 new residents from Singapore prisons into our program, with 47 successfully graduating, demonstrating our team's dedication and the residents' commitment to growth. The remaining residents continue their rehabilitation with our support.

The Helping Hand offers ongoing work opportunities post-graduation, promoting positive contributions and sustaining community support. We appreciate our team, donors, and supportive community for their belief in our mission, which helps us overcome challenges and build a stronger future.

A highlight of the year was our December Family Night, where over 350 people, including residents and their families, celebrated with our volunteers, creating moments of joy and hope. A graduate shared a poignant story of reconciling with his daughter after 30 years, showcasing the power of love and community.

Looking ahead to 2024, we embark on a new chapter with renewed enthusiasm and commitment. Our SOUL program with Singapore Prisons features a refreshed curriculum, showcasing our dedication to innovation and continuous improvement. A key goal is to strengthen partnerships with other organizations committed to bringing healing and hope to our residents. Collaborating with like-minded partners will enhance our holistic support and expand the impact of our programs.

Once again, thank you for being an integral part of The Helping Hand family. Your support fuels our mission to guide exoffenders towards rehabilitation and reintegration, ultimately building a more just and compassionate society.

With deep appreciation,

Michael Cheah
CEO, The Helping Hand

Our Team

Board of Directors

S/N	Name	Designation	Board Member Since	Date of Current Appointment	Term
1	 May Loh	Chairman	27 Apr 2018	1 May 2023	1 May 2023 to AGM 2025
2	 Timothy Hia Yi Liang	Vice – Chairman	13 Aug 2020	1 May 2023	1 May 2023 to AGM 2025
3	 Lam Toa-Yee Eugene	Honorary Secretary	1 May 2022	1 May 2022	1 May 2022 to AGM 2024
4	 Loke Wai Yin	Honorary Treasurer	1 May 2022	1 May 2022	1 May 2022 to AGM 2024
5	 Kwok Wai Keong	Member	18 Nov 2022	18 Nov 2022	18 Nov 2022 to AGM 2024
6	 Jimmy Sng Hoon Haw	Member	1 May 2023	1 May 2023	1 May 2023 to AGM 2025
7	 Michelle Cheo Hui Ning	Member	1 May 2023	1 May 2023	1 May 2023 to AGM 2025



From left to right **Timothy Hia Yi Liang, Michelle Cheo Hui Ning, Lam Toa-Yee Eugene, Jimmy Sng Hoon Haw, May Loh, Kwok Wai Keong, Loke Wai Yin**

Our Team

Finance & Human Resource Committee Members

S/N	Name
1	<div></div> Timothy Hia Yi Liang (Chairman until 30 April 2023)
2	<div></div> Kwok Wai Keong (Chairman from 1 May 2023)
3	<div></div> Loke Wai Yin
4	<div></div> Lim Ai Ling

Partnership & Outreach Committee Members

S/N	Name	S/N	Name
1	<div></div> Michelle Cheo Hui Ning (Chairman from 1 May 2023)	4	<div></div> Karyn Qua
2	<div></div> Nicolette Hendricks	5	<div></div> Sabrina Tan (from 31 October 2023)
3	<div></div> Eunice Phua	6	<div></div> Prof Kenneth Goh (from 31 October 2023)

Audit & Risk Committee Members

S/N	Name
1	<div></div> Michael Chew (Chairman until 30 April 2023)
2	<div></div> Jimmy Sng (Chairman from 1 May 2023)
3	<div></div> Ang Hao Yao
4	<div></div> Sim Hui Ting (from 1 May 2023)

Management Team

S/N	Name	Date Joined	Role	Date Appointed
1	<div></div> Michael Cheah	17 Apr 2023	CEO & Head, Social Enterprise Activities	17 Apr 2023
2	<div></div> Lim Bee Hong	3 Jul 2023	Director, Corporate Office	3 Jul 2023
3	<div></div> Richard Khalil	1 Jun 2002	Director, Chaplaincy	1 Jun 2023
4	<div></div> Alvin Wong	4 Feb 2013	Senior Manager, Operations	1 Jan 2015
5	<div></div> Dillon Ng	1 Sep 2020	Senior Manager, Partnerships & Outreach	1 Sep 2023
6	<div></div> Janyn Sen	13 Jun 2023	Senior Manager, Finance & HR	13 Jun 2023
7	<div></div> Koh Junwei	1 Dec 2012	Senior Manager, Social Work	1 Sep 2023



Impact Highlights

Total of
78 residents
impacted in 2023.

Residents trained in the respective work therapy programme.

Bakery	Urban Farm	Furniture
1%	2%	1%
Kitchen	Moving Service	Operations
23%	56%	17%

1,040 Sessions

of Counselling we conducted
(Talk Therapy)



240 Sessions

of Prosocial Life-Style a month
e.g. Aftercare, Prayer Meeting,
Chapel, Sunday Service
(Spiritual & Social Therapy)



176 Hours

of Employment a month
(Work Therapy)



Opportunities

to attend Gym and participate
in events such Yellow Ribbon
Run & Ride and Run to Restore
(Physical Therapy)



96 Sessions

of Group Work a month
e.g. Morning Devotions
(Spiritual & Group Therapy)



39 Sessions

of *Soul programme conducted
(Psychoeducation & Cognitive
Behaviour Therapy)



*Soul programme stands for Seeking Opportunities to Upgrade your Life –
A maintenance programme curriculum written by Singapore Prison Services.

4 Fold Therapy



Work Therapy

Our Work Therapy program helps residents develop job skills and work experience, offering job training, resume building, and job placement services to foster self-sufficiency and productivity.



Social Therapy

Our Social Therapy program helps residents develop healthy relationships and social support networks through group therapy, recreational activities, and community service opportunities.



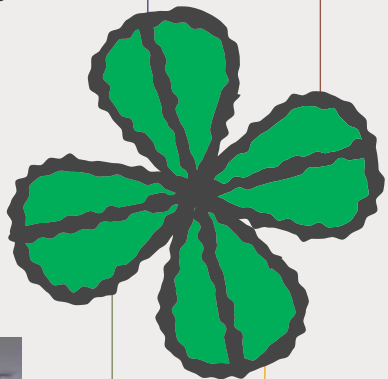
Spiritual Therapy

Our Spiritual Therapy program supports residents in deepening their relationship with God and advancing in their faith journey. Through Bible studies, worship services, spiritual direction, and other activities, we promote spiritual growth, healing, and restoration.



Physical Therapy

Our Physical Therapy program aims to enhance residents' physical health and wellness through tailored exercise programs and activities promoting healthy habits and overall well-being.



Work Therapy

Bakery

The THH Bakery Rehabilitation program is more than just about baking. It is a transformative journey for bakers seeking a fresh start in life. Baking can be a therapeutic process where the entire process involves a change process.

The THH bakery program offers a holistic approach to rehabilitation, where the baker's physical, emotional, and social aspects change as they learn the intricacies of baking. Besides learning how to bake, more significantly, the bakers also gain life skills during the process. The result of the entire process boosts their confidence and self-esteem.

From the sensory experience of weighing ingredients to processing the dough and batter to baking and finally, the finished baked product, it calls for the baker to focus on the steps at every stage, contributing to their mental well-being. The baking process becomes a form of mindfulness, allowing the baker to connect with the present moment and find solace in creating something beautiful and delicious.

As the bakers go through the program, they also engage in open discussions about their bakes and their challenges. Though diminutive, the snippets of their lives foster a sense of belonging and trust amongst the team members, breaking down the isolation wall of a rehabilitation program.

The rhythmic baking process that begins with the measuring of ingredients to the end stage of watching creations rise in the oven, becomes a metaphor for personal growth and transformation.

16,627

Florentines Cookies

8,595

Pineapple Tarts

3,971

Cranberry Cookies

2,334

Croissants

were sold.

Urban Farming

Urban farming is an integral part of our work therapy programs, designed to enhance the skills and employability of our residents while fostering personal growth. This innovative approach not only addresses the critical need to bolster local food production but also provides a platform for skill development and empowerment. Utilizing urban farming techniques contributes to the resilience and sustainability of our food system and enriches the lives and capabilities of individuals within our community. The urban farming initiative at The Helping Hand stands as a testament to our commitment to combatting food security challenges while simultaneously empowering individuals through practical skillbuilding opportunities.

Packed over
7,500 packets of vegetables
to be sold at supermarkets.

Our partnership with Tomato Town

The Helping Hand is partnering with Tomato Town, a local urban farm recognized by the Singapore Food Agency as a sustainable local producer, to upscale our Urban Farming initiative. Tomato Town operates three of the largest rooftop Multi-Story Carpark Urban Farms in Jurong and Woodlands. This partnership aims to equip The Helping Hand's residents and helpers with essential farming skills to contribute to food resilience in Singapore.



The partnership provides hands-on training in urban farming, focusing on using technology to increase harvest yield, efficiency, and quality. Beyond farming skills, the THH team will learn to plan and manage logistics and output turnover. Since December 2023, we have trained at least 5 team members in all aspects of running an urban farm, including setup, harvesting, logistical support, and sales management.

Moving Service

The Helping Hand has been in the moving industry for over 25 years and brings a wealth of experience and expertise to every relocation. Its transparent and affordable prices are specifically crafted to meet the unique needs of its customers, ensuring that the transition to a new chapter is not only empowering but also provide financial stability for The Helping Hand.

Choosing The Helping Hand means partnering with a team dedicated to making a lasting impact. Its professional 4 to 5-man team, equipped with a covered fleet of 14-footer lorries, is ready to serve residential and commercial moves. No furniture is too bulky, and no corner is too tight for its seasoned movers. The Helping Hand provides a second chance to ex-offenders eager to transform their lives in collaboration with the Singapore Prison Service. As a Social Service Agency, it aims to give back to society by creating jobs and opportunities for those looking to rebuild. Your support of our moving service goes beyond a seamless relocation; it contributes to community building and empowerment.

Every move with The Helping Hand is not just about logistics but restoring lives and fostering hope. Any profits generated from its moving service directly support its rehabilitation programs, creating a cycle of positive impact. Choose The Helping Hand's Moving Service, where every box carries the weight of possibility, and every move propels us towards a future filled with compassion, resilience, and renewed hope.

1,909
completed moves

6
moving teams
engaged daily



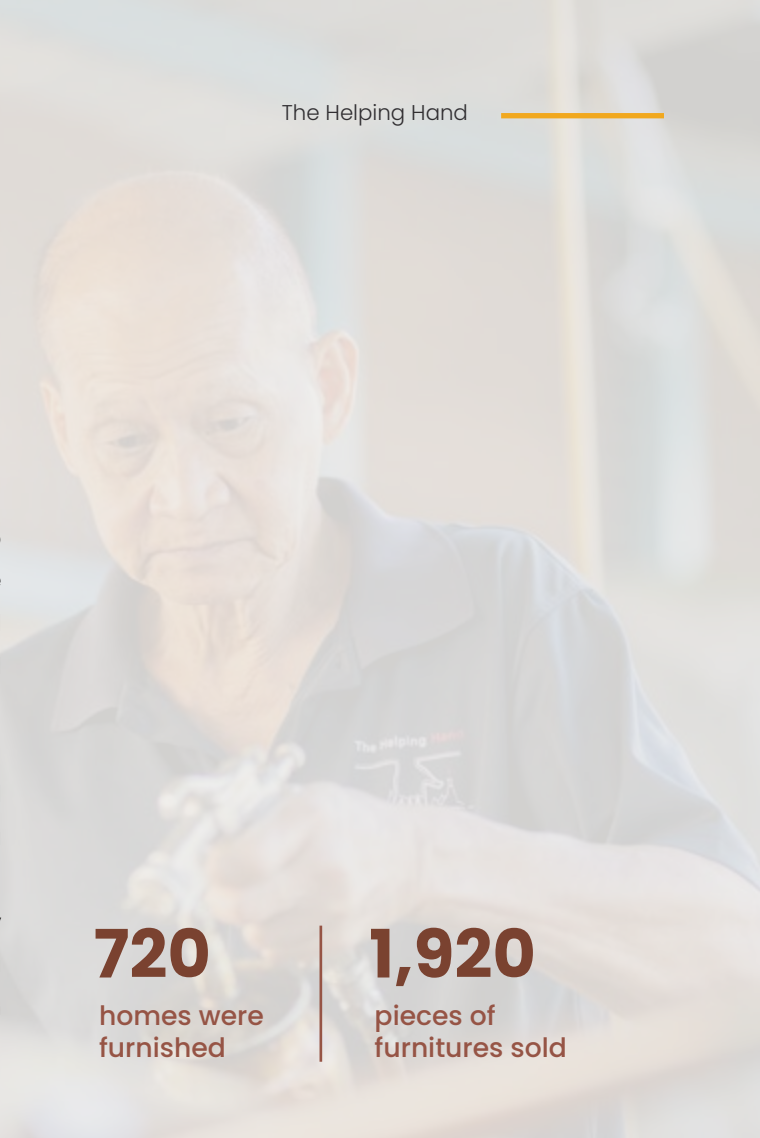
Furniture

Our Work Therapy program at The Helping Hand continues to empower residents through meaningful engagement in furniture sales and carpentry. We specialise in selling quality teak wood furniture, which provides valuable products to our customers and serves as a robust training ground for our residents.

Through hands-on experience, residents gain skills in sales and carpentry, learning the intricacies of crafting and refurbishing furniture. This year, our focus on upcycling has been particularly impactful as we transform old furniture into renewed, high-quality pieces for resale. This process promotes sustainability and instils a sense of accomplishment and purpose in our residents, aiding in their journey towards rehabilitation and reintegration into society.

720
homes were
furnished

1,920
pieces of
furnitures sold



Hear from Our Furniture Department- Gary



**From Brokenness to Blessings:
The Transformative Ministry of The Helping Hand Furniture Department**

"My journey is a testament to the life-changing impact of this ministry."

I am proud to share my testimony about The Helping Hand Furniture Department. My association with Helping Hand since 1996 has transformed my life from a former heroin addict to a dedicated member of this ministry. The Furniture Department is a manifestation of God's blessings, focusing on restoring lives over profits. Over my 10 years in the department, I've seen its growth and impact under various leaderships. The core values of faith, prayer, and putting God first remain central.

Witnessing countless lives transformed, including former addicts now leading ministries or attending Bible colleges, reaffirms THH's mission. Despite facing temptations to seek higher earnings elsewhere, the fulfilment of serving God here has been unmatched. The department's inclusive atmosphere welcomes diverse customers, contributing to its positive impact. The Helping Hand Furniture Department is not just about selling furniture; it supports a ministry that changes lives. Every purchase aids the mission of saving souls and spreading God's love. My journey is a testament to the lifechanging impact of this ministry.

Social Therapy

Our Social Therapy program at The Helping Hand has played a crucial role in supporting the mental and emotional well-being of our residents throughout 2023. This year, we conducted 1,040 counselling sessions facilitated by 40 dedicated volunteer counsellors, providing essential support and guidance. In addition, 61 home visits were carried out to extend care beyond our facility, ensuring continuous support for our residents. We also held 39 Soul Programme sessions, focusing on personal growth and spiritual enrichment. These comprehensive efforts in Social Therapy are crucial to our mission, ensuring that our residents are well-prepared for successful reintegration into society.

Hear from Our Social Worker- Jun Wei



Discovering Purpose Through Faith

"I often stress the importance of patience, advising them to trust in God's timing and plan."

In the Social Work Department, my team and I focus on meeting the residents' social needs, offering support in various areas such as finance and interactions with government agencies. I often stress the importance of patience, advising them to trust in God's timing and plan. I firmly believe that everything will happen when it's meant to, and there's no need to rush.

A significant challenge I face is helping residents to recognize God's presence in their lives during difficult times. Many often seek immediate solutions and can't see the help they're receiving. I strive to remind them that whether they believe or not, God is there for them. My hope is that, in time, they'll realize that the aid they received was orchestrated by God, even if it came through our actions.

Spiritual Therapy

In 2023, The Helping Hand's Spiritual Therapy program greatly enhanced spiritual growth and community among staff and residents. Key initiatives included weekly discipleship classes, combined Prayer and Thanksgiving Meetings every Tuesday, and 14 small group Bible studies led by dedicated volunteers. Friday Chapel services, monthly combined worship, and ongoing aftercare with 9 evening group meetings supported spiritual development. Residents engaged with 15 receiving churches on Sundays and visited 6 local congregations, fostering broader community connections. This structured approach profoundly supported residents' spiritual rehabilitation and reintegration throughout the year.

Hear from Our Volunteer- Lee Wha



Renewal Through Service

"It's the other way round, we thought that we were helping them. Actually, they were helping us..."

The contact we have with them, time spent with them during the interactions. It is the way they share with us about their lives and their lives speaks to us. It's the other way round, we thought that we were helping them. Actually, they were helping us and that kept us going. Even though we are tired, but when we go there, we spend time with them, during the lesson, we got recharged!

Physical Therapy

In 2023, our Physical Therapy program at The Helping Hand emphasised the importance of physical health and community involvement for our residents. Twenty residents participated in the Yellow Ribbon Run, demonstrating their commitment to rehabilitation and reintegration. Our Ride & Run to Restore event attracted 109 participants, promoting physical fitness and community spirit. Daily gym usage by 10 residents underscored the value we place on maintaining physical health. Additionally, we engaged residents in 5 Community Involvement Projects, with 61 resident sessions dedicated to these initiatives, fostering a sense of purpose and connection to the broader community.

15

Receiving churches

14

Small group Bible studies

9

After-care groups

6

Churches visited for Deputations

20

Residents participated in the Yellow Ribbon Run

109

Participants for the Ride & Run to Restore

10

Gym Daily Usage

5

Community Involvement Projects

61

Residents sessions - involved in CIP

Our Community Partners

s/N	Title	No.	Measurements
1	No. of Community Partners	20	Organizations & Churches
2	No. of Volunteers	115	Volunteers

1. Partnering churches are those that our residents go to.

2. Volunteers include our aftercare partners, bible study facilitators, and special events.

Testimonies of first-time volunteers with The Helping Hand

"It's my first time talking to individuals who are still serving their sentence in an aftercare environment. I had the opportunity to hear their struggles and how it simply isn't easy fighting those battles. It was also a challenge for me to strike a conversation with someone who did not appear friendly or warm at first but was so open in sharing. I have learnt a lot and I'm humbled to see how God is working in their lives and turning the hearts of His children back to Him."



Volunteer C, Christmas Family Day Event

"Wonderful evening - it was such a joyful and meaningful occasion. As a newbie, I was really touched and encouraged with the hopes and struggles shared by a couple of residents; and amazed by how God can move long time volunteers to give so much of their time and love to the residents of THH - their passion really shone through as they recounted stories of success and struggles, and their eyes just lit up with gratitude for the opportunity God has given them to walk with the residents."



Volunteer L, Christmas Family Day Event

Training & Development

Board Retreat

The Board retreat held on 20th May 2023, provided a pivotal opportunity for the organization to realign its mission and strategy. The objectives of the retreat were to reassess TTH's purpose and identity, gain a collective understanding of current and future contexts, and enhance transparency regarding the organization's status and needs. Additionally, the retreat aimed to strengthen leadership alignment and cohesion, laying the groundwork for collaborative efforts among THH's leadership group.

Key takeaways from the retreat led to the identification of strategic areas for focus and improvement:

- Clarifying Rehabilitation Strategies
- Reviewing and Enhancing Social Enterprise Models
- Evaluating and Streamlining Current Programs
- Developing a Comprehensive Funding Strategy
- Enhancing Communication Channels and Strategies
- Reinforcing Organizational Structure and Processes for Efficiency.

These focal points underscore our unwavering commitment to fortifying THH's efficacy and impact in fulfilling our overarching mission.

Leadership team Retreat

Ai Ling (a Finance & HR (FHR) Committee member) led a Leadership Retreat on 6th September 2023 for all Head of Departments (HODs) and managers, focusing on essential leadership practices. The workshop encompassed various key aspects, including aligning on team purpose and priorities, inspiring ownership, and commitment within the team, and fostering a deeper understanding of each other's triggers. Participants also engaged in a collective feedback session, fostering open communication and mutual understanding. The retreat also provided a platform for participants to collaboratively draft a team charter, outlining the team's shared purpose, team priorities, and norms to guide collective efforts and enhance team cohesion.

Risk Framework Workshop

Jimmy Sng (Head of the Audit Risk Committee (ARC)) provided a Risk Framework workshop on 13th October 2023 for the CEO and Corporate Office leads. The workshop aimed to lay down the groundwork for effective risk management, ensuring alignment with the guidelines outlined in the Charity Act. Its subsequent objective was to formulate a Risk Framework policy and to develop a Risk Register. These documents would cover identified risk domains, implement a risk rating framework, and establish a structured approach for updating the ARC on ongoing risks.

Training & Development

Performance & Development Workshop

Ai Ling (a Finance & HR (FHR) Committee member) led a Performance & Development workshop on 17th November 2023 tailored for the Head of Departments (HODs) and managers. The workshop's primary focus was to equip people managers with the essential skills and knowledge to conduct effective performance conversations with their respective team members. Participants also received training on giving and receiving feedback, vital for nurturing growth and fostering improvement within their teams. Additionally, the workshop delved into the intricacies of performance calibrations, providing insights to ensure fairness and consistency in evaluating staff performance across the organization.

Programme Retreat

In our ongoing efforts to enhance the quality of programs for The Helping Hand residents, we recently organized a significant half-day planning retreat for program development on 18th November 2023. This event was more than just a routine gathering; it represented a strategic initiative aimed at gaining a deeper understanding of the operational landscape within which our programs operate. Facilitated by experienced moderators, the session sparked dynamic discussions, encouraging active participation from all attendees.

The exchange of insights and ideas was lively, with participants offering valuable perspectives and constructive feedback. We explored the factors contributing to The Helping Hand's unique successes, celebrated achievements, and identified areas for improvement. Additionally, we openly acknowledged challenges and committed to taking actionable steps to address them, fostering our collective development.

From this enriching retreat, several important lessons emerged:

- The core values that underpin our work at THH are fundamental and enduring. It is essential that we preserve and pass on these values to future generations.
- Leadership at THH is about stewardship—ensuring the organization remains true to its mission and adapts to changing circumstances.
- Our resilience is rooted in the principles we uphold, providing a steady foundation even in uncertain times.
- Trust in our shared mission is crucial, especially during challenging periods. As members of the THH community, we must support one another and navigate difficulties together.

These insights serve as guiding principles as we continue to uphold the values and mission of The Helping Hand.

At the heart of our work lies a commitment to making a positive impact on the lives of those we serve. Our mission extends beyond mere program development; it encompasses the transformative potential of our efforts to support and empower individuals in our community. As Helping Hand moves forward, we remain dedicated to our goal of serving others and making a meaningful difference in their lives.

Corporate Governance

Board Governance



Coporate Governance Framework

Our Board

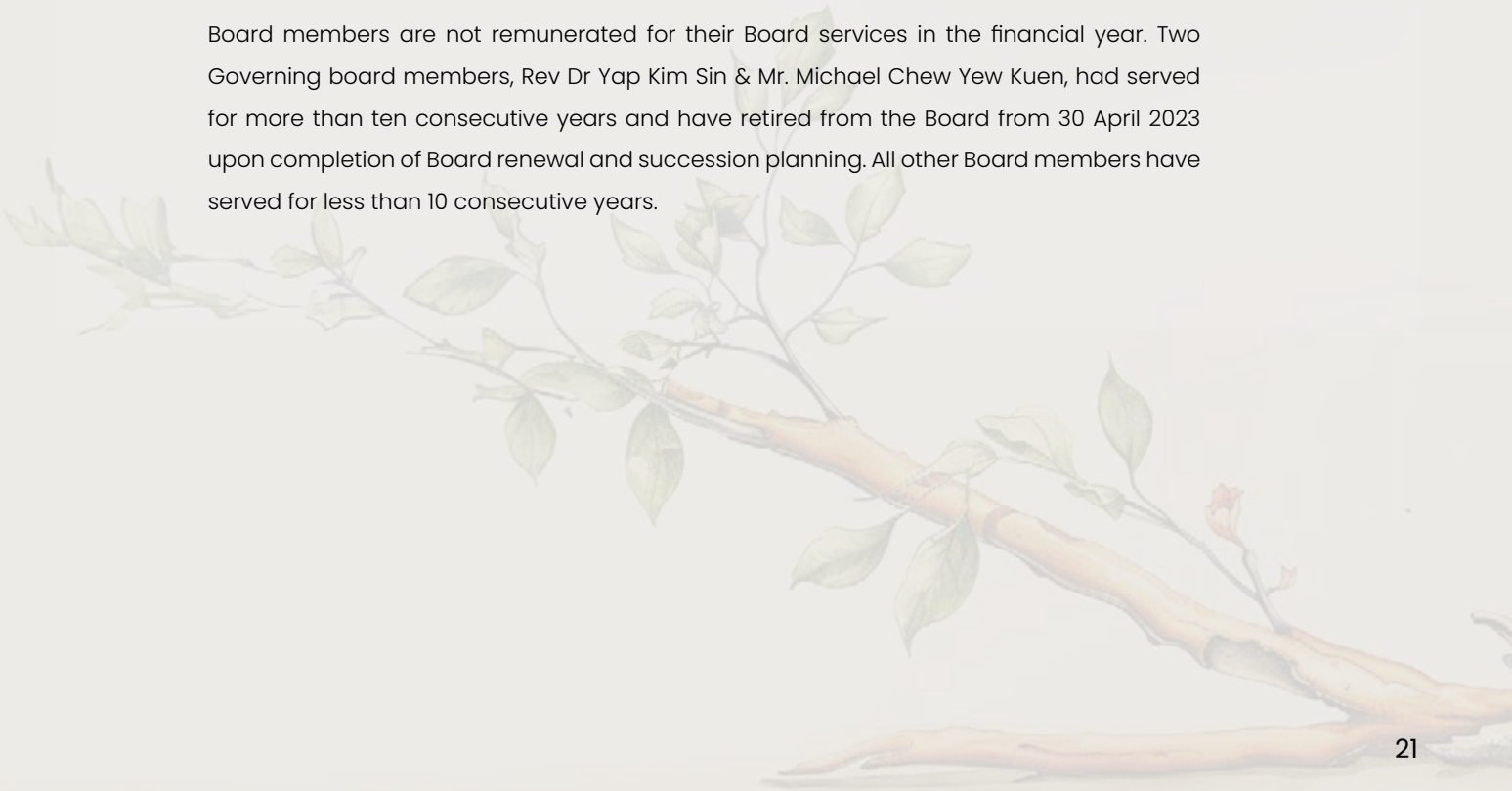
The Board of THH works with the management team of THH to set the organisation's strategic direction. The Board's fundamental responsibilities are to provide oversight to ensure compliance with the Charities Act, applicable laws, statutes, and regulations, and fulfil THH's mission and purposes.

The Board meets once a quarter, and additional meetings are convened when needed. As part of a more structured Board and Management governance framework, the Board also forms committees with specific functions to assist in the discharge of its duties; specifically, the Audit and

Risk Committee ("ARC"), the Finance and Human Resource Committee ("FHR") and the Partnership and Outreach Committee ("POC"). The FHR committee safeguards the financial well-being of the organisation while the ARC ensures compliance with the charity code of governance. The POC assists in strategizing fundraising activities and building awareness. Through members' engagement at the committee level, it is hoped that this will provide them with an opportunity to reflect on their fit as potential Governing Board members in alignment with the Vision of THH.

Board Tenure & Attendance

Board members are not remunerated for their Board services in the financial year. Two Governing board members, Rev Dr Yap Kim Sin & Mr. Michael Chew Yew Kuen, had served for more than ten consecutive years and have retired from the Board from 30 April 2023 upon completion of Board renewal and succession planning. All other Board members have served for less than 10 consecutive years.


















Corporate Governance

Board Governance









Details of the Board members, including their meeting attendance are as follows:

S/N	Name	Designation	Board Member Since	Date of Current Appointment	Previous Appointment	Occupation
1	 May Loh	Chairman	27 Apr 2018	1 May 2023	Vice – Chairman	– Partner, Albright Stonebridge Group –Senior Advisor, The Nature Conservancy (Asia-Pacific)
2	 Timothy Hia Yi Liang	Vice – Chairman	13 Aug 2020	1 May 2023	Honorary Secretary	Lawyer, LATHAM & WATKINS LLP
3	 Lam Toa–Yee Eugene	Honorary Secretary	1 May 2022	1 May 2022	–	SVP, Human Resources, ST Engineering
4	 Loke Wai Yin	Honorary Treasurer	1 May 2022	1 May 2022	–	Retired
5	 Kwok Wai Keong	Member	18 Nov 2022	18 Nov 2022	–	Retired
6	 Jimmy Sng Hoon Haw	Member	1 May 2023	1 May 2023	–	Partner, PWC Risk Services Pte Ltd
7	 Michelle Cheo Hui Ning	Member	1 May 2023	1 May 2023	–	Deputy Chairperson, Chief Executive Officer & Executive Director of Mewah International Inc.

Attendance

Board				PO			
S/N	Name	No. of Meetings	Attendance	S/N	Name	No. of Meetings	Attendance
1	 May Loh	4	4	1	 Michelle Cheo Hui Ning (from 1 May 2023)	3	3
2	 Timothy Hia Yi Liang	4	4	2	 Nicolette Hendricks	3	3
3	 Lam Toa–Yee Eugene	4	3	3	 Eunice Phua	3	3
4	 Loke Wai Yin	4	4	4	 Karyn Qua	3	3
5	 Kwok Wai Keong	4	4	5	 Sabrina Tan (from 31 October 2023)	2	2
6	 Jimmy Sng Hoon Haw (from 1 May 2023)	3	3	6	 Prof Kenneth Goh (from 31 October 2023)	2	2
7	 Michelle Cheo Hui Ning (from 1 May 2023)	3	3				
8	 Michael Chew Yew Kuen (retired from 30 Apr 2023)	1	1				
9	 Rev Dr Yap Kim Sin (retired from 30 Apr 2023)	1	0				

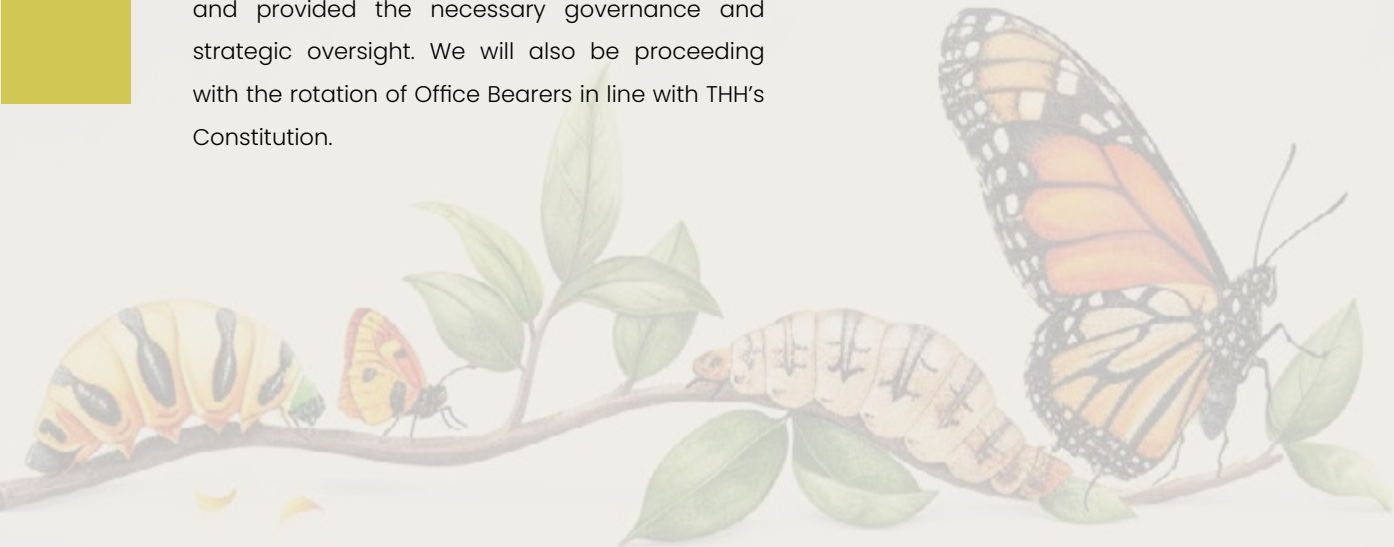
Corporate Governance

FHR				ARC			
S/N	Name	No. of Meetings	Attendance	S/N	Name	No. of Meetings	Attendance
1	 Timothy Hia Yi Liang (until 30 April 2023)	1	1	1	 Michael Chew (until 30 April 2023)	1	1
2	 Kwok Wai Keong	5	5	2	 Jimmy Sng	4	4
3	 Loke Wai Yin	5	5	3	 Ang Hao Yao	4	3
4	 Lim Ai Ling	5	5	4	 Sim Hui Ting (from 1 May 2023)	3	3

THH does not have any related entity and none of the board members have general control and management of the administration of THH.

Board Renewal

The Board continuously seeks new members aligned with the Vision of THH and with passion for the ministry to serve on the Board. Their complementary skillsets and relevant experiences have strengthened the bandwidth of the Board and provided the necessary governance and strategic oversight. We will also be proceeding with the rotation of Office Bearers in line with THH’s Constitution.



Corporate Governance

Board Governance

Governance & Compliance				
THH is committed to a high standard of compliance with the laws and guidelines applicable to charities as spelt out in the code of governance. In FY 2023, THH and its various Committees worked closely with the Management Team to ensure compliance with the Governance Evaluation Checklist (GEC) of Enhanced Tier:				
S/N	Code Guideline	Code Id	Response <small>(select whichever is applicable)</small>	Explanation <small>(if Code guideline is not complied with)</small>
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re- appointment , at least once every 3 years.	1.1.8	Complied	

S/N	Code Guideline	Code Id	Response <small>(select whichever is applicable)</small>	Explanation <small>(if Code guideline is not complied with)</small>
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.2	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented terms of reference for the Board and each of its committees.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	

S/N	Code Guideline	Code Id	Response <i>(select whichever is applicable)</i>	Explanation <i>(if Code guideline is not complied with)</i>
14	There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? (skip item 15 if “No”)	5.5	Complied Yes	
15	There are volunteer management policies in place for volunteers. Financial Management and Internal Controls	5.7	Complied	
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure. Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)	6.21	Complied Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)	7.2.2	Complied Yes	

S/N	Code Guideline	Code Id	Response <i>(select whichever is applicable)</i>	Explanation <i>(if Code guideline is not complied with)</i>
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings. Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)	8.2	Complied No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)	8.3	 Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

S/N	Code Guideline	Code Id	Response <small>(select whichever is applicable)</small>	Explanation <small>(if Code guideline is not complied with)</small>
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Finance Policies

To ensure transparency, financial prudence and full compliance with COC and financial regulatory requirements, the management team, with oversight from the Finance Committee, updated the Finance Policy in FY2023.

- Budgeting guidelines for projected income (from social enterprise activities, fund raising, grants) and expenditures
- Quarterly review of financial statements by the FHR Committee & Board
- Budgets are reviewed by the FHR Committee and approved by the Board
- Guidelines for Social Enterprise Activities Strategies
- Clear approval matrix for procurement and payment approvals
- Anti-money laundering policies
- Monthly review of financial statements by the management team

Enterprise Risk Management

In acknowledging the need for an ERM framework to address potential threats in an ever-changing landscape, THH’s management team, together with the ARC embarked on the development of an Enterprise Risk Policy. This initiative underscores the organization's commitment to systematically identifying, assessing, and managing risks to ensure sustainable operations and the achievement of strategic objectives.

Key risks have been meticulously identified, and robust mitigation policies have been established, forming the foundation of THH's comprehensive Enterprise Risk Policy. This will be an ongoing effort to ed to keep this framework up to date and relevant, acknowledging that the business environment is dynamic and risk profiles evolve.

Digital Transformation

The Management team and Board recognises the importance of leveraging on technology as an enabler to better position THH towards rehabilitative efforts for our residents. To this end, THH embarked on a digital transformation project for key processes and activities,

made possible through the Tech Booster grant offered by NCSS. The following technologies were successfully deployed, resulting in 30% productivity gains and upskilling of our staff and residents:

Customer Relationship Management (CRM) for Social Enterprise Businesses

An integrated solution to manage our Furniture, Moving, Bakery and Urban Farming business activities:

- Pipeline management, quotations and sales processing, invoice management
- Inventory control and planning
- Point of sales for consumer retail activities
- E-commerce functionalities with integration to our website

Centre Management System

A centralised system with a suite of functionalities which provides holistic view of residents and optimises the workload of staff through:

- Logging and profiling of residents, scheduling and tracking of resident attendance and activities
- Casework management of residents including counselling and pastoral records and follow up
- Operational control mechanisms and alerts

Vehicle Access Control System

Gate and barrier system (that comes with an IU antenna system) to allow automated tracking and registration of vehicles going in and out of the organisation.

It can also be activated wirelessly by remote or push buttons. System also does automated registration of vehicles using its license plate recognition capabilities, which allows tracking of vehicles in a more efficient manner.

Whistle-Blowing

THH is committed to the highest level of integrity. In keeping with this commitment, the organization provides a whistle-blowing policy as a means through which employees, volunteers or any party who come across any activity that infringes on the organization's code of conduct or violates the law, can, in good faith report such activities. Reports of whistle-blowing concerns are kept confidential to the extent possible to meet the needs of the investigation. The policy also seeks to protect a person who reports in good faith

from intimidation, retaliation, or adverse employment consequence. Additionally, THH policy covers serious concerns that could have a significant impact on THH, including fraudulent activity, incorrect financial reporting, unlawful activities, and misconduct or unethical conduct. Details of this policy is documented in HR Policies and is accessible to all staff. Any party coming across potential or actual corporate or employee improprieties can report directly via email to chairman@thehelpinghand.org.sg.

Privacy Policy

THH's core endeavour is to provide rehabilitative services and to transform the lives of ex-offenders for reintegration into society. Recognizing the significance of this commitment, it becomes imperative to safeguard the privacy of our beneficiaries' personal data. THH is unwavering in its dedication to treating all essential personal data collected with utmost confidentiality. Our commitment ensures that the information is highly protected and managed in strict accordance with the relevant data protection laws of Singapore, international best practices, and the inherent rights of individuals.

To uphold these standards, THH maintains a Data Protection Policy and a Data Breach Policy. In addition, all THH employees partake in an annual training program developed by the Personal Data Protection Commission (PDPC) of Singapore. The organization remains steadfast in conducting regular reviews and assessments to continually enhance our data protection measures and ensure compliance with the highest standards. This approach not only aligns with our commitment to rehabilitation but also reflects our dedication to the holistic well-being and privacy of those we serve.

Reserves Policy

THH seeks to maintain a prudent reserves policy which ensures adequate working capital for continuity of its operations and to develop and expand its core activities over the long term.

The reasonable period for THH to meet its operating expenditures and payroll is estimated to be slightly more than a year.

Disclosure

Conflict of Interest Policy

THH has a Conflict of Interest Policy and operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The Policy is read and acknowledged by each member of THH's Board, the Board Committees and management staff, upon appointment and annually thereafter during the term of office. Additionally, the Policy is read and acknowledged by new employees of THH upon onboarding.

In the event a conflict of interest situation arises, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter. In order to avoid any conflict of interest or any conflict in roles, employees of THH

are not allowed to be members of the THH Board and Board Committees. In addition, members of the THH Board and Board Committees are not paid for their services.

The Conflict of Interest Policy extends to the procurement of contracts for goods and services. Board members and employees with affiliations and related interests must declare any personal or private businesses or associations that might pose any conflict to their roles, functions or employment with THH and refrain from participating in tenders and purchase proposals.

Remuneration Declaration

The Board and Committee members do not receive any remuneration for their services and contributions to THH's Board and Committee activities. There is also no staff member who is related to the Board, or any Committee member and whose remuneration exceeds \$50,000 during the financial year. Remuneration for the organisation's highest paid key executives receiving more than \$100,000 annually is as follows:

Remuneration Range	No. of Staff
\$100,000 - \$200,000	2

**Remuneration comprises contributions to the Central basic salaries, bonuses, Provident Fund. annual wages supplements, variable components, and*

The Conflict of Interest Policy extends to the procurement of contracts for goods and services. Board members and employees with affiliations and related interests must declare any personal or private businesses or associations that might pose any conflict to their roles, functions or employment with THH and refrain from participating in tenders and purchase proposals.

Donor Impact and Financial Summary

Fund Raising

THH adheres its fundraising practices with the guidelines established by the National Council of Social Service and the Charity Council. For the fiscal year 2022/2023, THH maintains a commitment to transparency and accountability through the following key practices:

1. All fundraising activities are conducted within the established best practices framework, ensuring that total fundraising expenses for 2023 do not exceed 30% of the total receipts from fundraising and sponsorships.
2. In line with ethical considerations, THH did not engage the services of commercial fundraisers.

3. Donations are typically allocated to the General Fund, unless donors explicitly specify an intended purpose for their contributions.
4. THH meticulously adheres to any donor's intent to allocate funds to specific programs or services, ensuring that such funds are used exclusively for the nominated purpose. In the rare instance that THH wishes to redirect the usage of such funds to the General Fund or a specific program or service, the organization obtains the donor's consent before administering the funds.
5. To maintain financial integrity, THH ensures that all donations received are accurately recorded in the accounting system, upholding a rigorous approach to financial transparency and accountability.

The following fundraising activities took place in FY2023:

Charity Golf 2023

was held on 12 October 2023

A total of **\$519,400** was raised for the general fund.

Expenses of **\$56,937** was incurred

Fundraising efficiency: **11%**

Ride to Restore 2023

was held on 29 July 2023

A total of **\$78,286** was raised for the general fund.

Expenses of **\$10,962** was incurred

Fundraising efficiency: **14%**

Annual Magazine

A total of **\$74,246** was raised for the general fund.

Expenses of **\$12,062** was incurred

Fundraising efficiency: **16%**

THH is dedicated to fostering a culture of philanthropy and creating lasting partnerships that will empower the organization to thrive. THH also recognizes the importance of diversifying its funding sources to maintain a stable financial base. As THH looks ahead to the upcoming year, in addition to the Charity Golf

and Ride to Restore events, THH will actively seek partnerships to foster a network of supporters and collaborators as part of its fundraising efforts and to broaden its reach and impact within the community.

Financial Summary of Past Two (2) Financial Periods

	FY2023	FY2022
Donations in Cash		
Tax-Deductible	342,856	333,791
Non Tax-Deductible	80,068	57,761
Total Donations in Cash	422,924	391,552
Donations in Kind		
Tax-Deductible	0	0
Non Tax-Deductible	33,681	16,028
Total Donations in Kind	33,681	16,028
Government Grants	2,483,317	2,812,829
Investment Income	21,523	(11,294)
Programme Fees	2,306,378	2,227,618
Other Income	208,085	61,904
Total Receipts	5,475,908	5,498,637
Capital in Nature	0	0
Fund-Raising Expenses		
Fund-Raising Expenses	79,961	76,188
Charitable Activities / Programme Expenses		
Local (e.g. Direct & Support)	1,877,647	1,930,736
Overseas (e.g. Direct & Support)	0	0
Total Charitable Activities / Programme Expenses	1,877,647	1,930,736
Expenses		
Other Expenses	2,931,310	3,294,624
Total Expenditure	4,888,918	5,301,548
Assets		
Land and Buildings	876,205	1,095,256
Other Tangible Assets	879,946	825,174
Investments	490,767	480,759
Inventories	35,559	64,636
Accounts Receivables	1,036,952	1,112,096
Cash & Deposits	6,532,937	5,582,020
Other Assets	31,872	172,079
Total Assets	9,884,238	9,332,020
Funds		
Total Unrestricted Funds	7,818,250	7,114,330
Total Restricted Funds	398,569	515,499
Endowment Funds	0	0
Total Funds and Reserves	8,216,819	7,629,829
Liabilities		
Total Current Liabilities	949,193	765,392
Total Non-Current Liabilities	718,226	936,799
Total Liabilities	1,667,419	1,702,191
Total Funds and Liabilities	9,884,238	9,332,020
Donations, Grants and Sponsorships given to other registered charities	0	0
No. of Employees	111	120
Total Employee Cost	2,964,167	3,150,244
Fund Raising Efficiency Ratio	11.9%	12.5%
Total Related Party Transactions	87,376	74,123

"Thank you for your wonderful support"

From
THH Management Team





The Helping Hand

"Come unto me, all ye that labor and are heavy laden, and I will give you rest" (Matthew 11:28)

