

# ANNUAL REPORT 2022

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*Lighting the way to*

# Mental Health

# Joint message

## Chairman and Executive Director



**Mr Peter Lam**  
Chairman



**Mr Joachim Toh**  
Executive Director

As Singapore and the rest of the world entered the endemic phase of Covid-19, Clarity Singapore remained dedicated to bringing positive transformation to the lives of those in the community who are struggling with their mental health. We shifted the delivery of our services, and offer both online as well as face-to-face therapy sessions as more people started to work from office. To date, most of our sessions with clients have been conducted on-line.

During the year, our Counselling Team conducted more than 7,000 therapy sessions to over 1,400 clients who came to us for assistance. Our therapists also delivered home visits for some clients to enhance their recovery process. In response to the population shifting work schedules, we introduced weekend and evening therapy sessions.

It is also important for us to raise awareness on mental health and provide self-help tools. Working with various partners in the Education, Community, Corporate and Church space on topics related to mental health, our Programmes Team successfully conducted 94 programme sessions and workshops, and reached out to 974 participants. While providing these services, ensuring good enterprise risk management practices has been as important to us.

We held our peer-to-peer fundraising event "Walk for Clarity." This virtual walk event sought to shout out the importance of mental health, break the stigma surrounding seeking help and empower

persons struggling with mental health challenges to lead rewarding lives. We thank all our generous donors and sponsors who have supported us in advocating for maintaining better mental health. We are also very grateful to our grantors and to the external parties who helped us raised funds. As a charity organisation, fund raising is an important area to help build up our finances so that we can support more people who need assistance.

For Clarity to better serve the needs of those requiring mental health support, we have to work closely with partners in the community and healthcare providers. We thank them for their support and their confidence in us. We hope to further strengthen these relationships and build new ones.

Our heartfelt gratitude to two Board members who have stepped down from the Board. Firstly, Cynthia Phua, who is one of our founding Board members and has contributed much in growing Clarity to become the organisation it is today. Secondly, Deacon Clement, who has been a dedicated and committed member of the Board. We are also thankful for Michael Chye for his guidance as the Chairman of the Audit Committee. At the same time, we warmly welcome Rev Fr Kenson Koh to the Clarity Board

Our Lord has blessed us and used us a conduit to show kindness and touch lives. He loves unconditionally, and we shall endeavour to emulate Him in servanthood as we serve the community.

# Vision



**Empowers persons with mental health issues to live meaningful lives through support, therapy, acceptance and recovery.**

# Mission

**Rebuilding lives, renewing hopes for mental wellness by supporting, caring & facilitating reintegration into the community.**

## About Clarity Singapore

Our work aims to inspire hope and support for persons with mental health challenges in their journey towards recovery. Clarity Singapore extends its community reach by supporting individuals' unique needs through counselling, psychotherapy treatments and psychoeducation programmes.

We are a member organisation of Caritas Singapore, the social mission arm of the Catholic church, and a member of the National Council of Social Services (NCSS). We also partner with the Agency for Integrated Care (AIC), Khoo Teck Puat Hospital (KTPH) THRIVE, and Institute of Mental Health (IMH) to deliver community mental health interventions services, for everyone regardless of ethnicity and religion.

## Our Principles of Services

As a witness to our Catholic faith, we serve:

- ▶ To uphold the dignity of those with mental health issues
- ▶ To provide relevant information that facilitates the choice of participation
- ▶ To develop Personal, Family Responsibility by tapping on their resources and strengths
- ▶ To balance long-term improvement with short-term relief
- ▶ To empower rather than create dependency

# Corporate Information

Clarity Singapore Limited is a Public Company Limited by Guarantee incorporated under the Companies Act (Cap. 50) on 10 October 2010. We are a registered charity with IPC status.

Unique Entity Number	201021634E
Company Secretary	Mr Lim Keok Kung Freddy
Registered Address	12 Tannery Road #10-01 HB Centre 1 Singapore 347722
Banker	DBS Bank Limited 6 Shenton Way DBS Building Tower One Singapore 068809
Auditor	Fiducia LLP 71 Ubi Crescent Excalibur Centre #08-01 Singapore 408571
Yishun Office	854 Yishun Ring Road #01-3511 Singapore 760854
Toa Payoh Office	7A Lorong 8 Toa Payoh Agape Village #04-01 Singapore 319264
Telephone	+65 6757 7990

# Leadership

## Board of Directors: Members of the Board



**MR PETER LAM**  
*Chairman*



**MR PETER CHAN**  
*Vice-Chairman*



**MR BENJAMIN YEO**  
*Board Member*



**REV DEACON  
CLEMENT CHEN**  
*Board Member  
(Till Dec 2021)*



**MS CYNTHIA PHUA**  
*Board Member  
(Till Sep 2022)*



**MS ELIZABETH CHIA**  
*Board Member*



**MR JEROME YUEN**  
*Board Member*



**REV FR KENSON KOH**  
*Board Member  
(From Jan 2022)*



**REV FR PAUL STAES**  
*Board Member*



**DR THERESA LEE**  
*Board Member*

## Spiritual Director



**SR LINDA LIZADA, rc**  
*Spiritual Director*

# Leadership

## Board of Directors: Members of the Board

Name	Current Appointment/ Board Appointment/ Date	Occupation	Past Charity Board Appointments
Mr Peter Lam Kok Wai	Chairman 1 October 2021	Principal & Chief Executive Officer Temasek Polytechnic	Finance Chair 16 January 2018 - 30 September 2021
Mr Peter Chan Pee Teck	Vice- Chairman 1 October 2021	Founder & Managing Partner Crest Capital Asia	-
Mr Benjamin Yeo Yul Chuan	Board Member 12 September 2017	Assistant Director Eldercare Services	-
Ms Cynthia Phua Siok Gek	Board Member 22 March 2012	Corporate Consultant and Businesswoman	Finance Chair 10 October 2014 - 15 January 2018
Ms Elizabeth Chia Wei Ling	Board Member 1 August 2021	Assistant General Counsel Collins Aerospace, Singapore	-
Mr Jerome Yuen Ka Lok	Board Member 1 August 2021	CEO and Board Director Cycling without Age Singapore	-
Rev Fr Kenson Koh	Board Member 1 January 2022	Parish Priest	-
Fr Paul E. Staes	Board Member 23 March 2017	Missionary Priest	-
Dr Theresa Lee Mei Ying	Board Member 1 August 2021	Senior Consultant Psychiatrist KK Women's & Children's Hospital	-

Due to the circumstances brought about by COVID-19, one founding member served for more than 10.5 years to provide continued guidance. Two new Board members joined us in December 2022.

# Leadership

## Board of Directors: Members of the Board

Committees	Members	Appointment
<b>HUMAN RESOURCES &amp; DEVELOPMENT</b>	Ms Cynthia Phua Siok Gek Mr Benjamin Yeo Dr Theresa Lee	16 January 2018 1 October 2021 1 October 2021
<b>MARKETING, PUBLIC RELATIONS &amp; FUNDRAISING</b>	Mr Jerome Yuen Ms Elizabeth Chia Mr Peter Lam	1 October 2021 - 31 May 2021 1 October 2021 16 January 2018
<b>MENTAL HEALTH PROGRAMMES &amp; SERVICES</b>	Dr Theresa Lee Mr Benjamin Yeo Rev Fr Paul Staes	1 October 2021 1 October 2021 16 January 2018
<b>FINANCE</b>	Mr Peter Chan Ms Elizabeth Chia Rev Fr Paul Staes	1 October 2021 1 October 2021 16 January 2018
<b>AUDIT</b>	Mr Michael Chye Mr Jerome Yuen Ms Joyce Ong	16 January 2018 1 October 2021 1 November 2021

# Leadership

## Board of Directors: Role of the Board

The roles of the Board Chairman and Executive Director are kept separate for independence in their respective spheres of decision-making. Board members render their service voluntarily and are consequently, not remunerated.

The attendance of the Board of Directors meetings during the Financial Year 2022 is as follows:

<b>BOARD MEMBER</b>	<b>ATTENDANCE</b>
Mr Peter Lam Kok Wai	4/4
Mr Peter Chan Pee Teck	4/4
Mr Benjamin Yeo Yul Chuan	2/4
Ms Cynthia Phua Siok Gek	3/4
Ms Elizabeth Chia Wei Ling	2/4
Mr Jerome Yuen Ka Lok	4/4
Rev Fr Kenson Koh*	2/4
Rev Fr Paul E. Staes	4/4
Dr Theresa Lee Mei Ying	3/4

*\*Appointed on 1 January 2022*

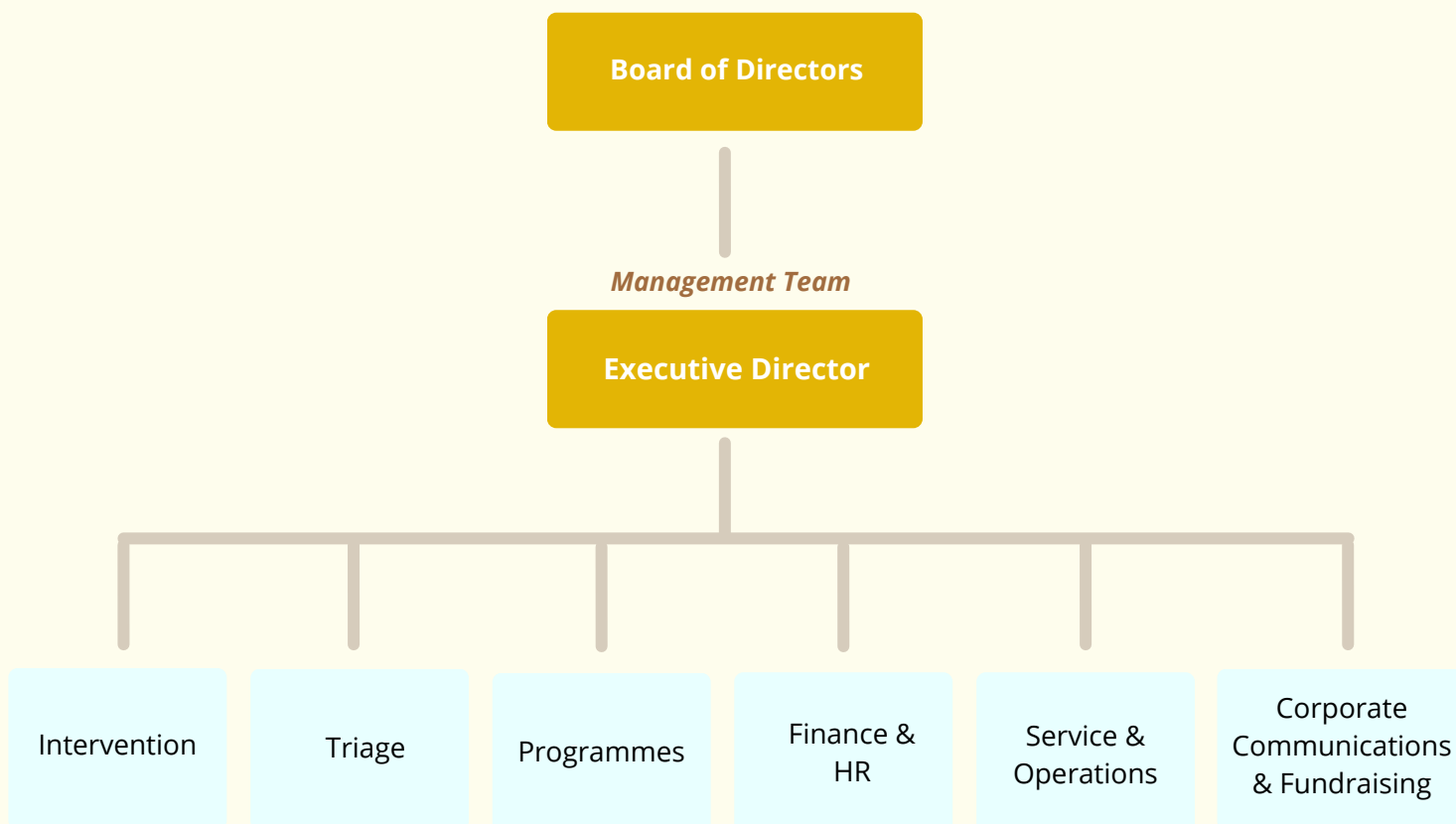


# Leadership

## Executive Management Team

Name	Job Title	Appointment Date
Mr Joachim Toh Wen Keong	Executive Director	2 November 2020
Dr Goh Ci Ping	Clinical Psychologist (Intervention)	11 February 2019
Ms Anne Pillai	Service Lead	7th March 2022

## Organisational Structure



Clarity Singapore employs 20 full-time staff as of 30 September 2022

# Our impact in the Community



## Key Impact in 2022

**7126**

Total sessions with clients

**1419**

Total clients served

**811**

New clients sought help



**92%**

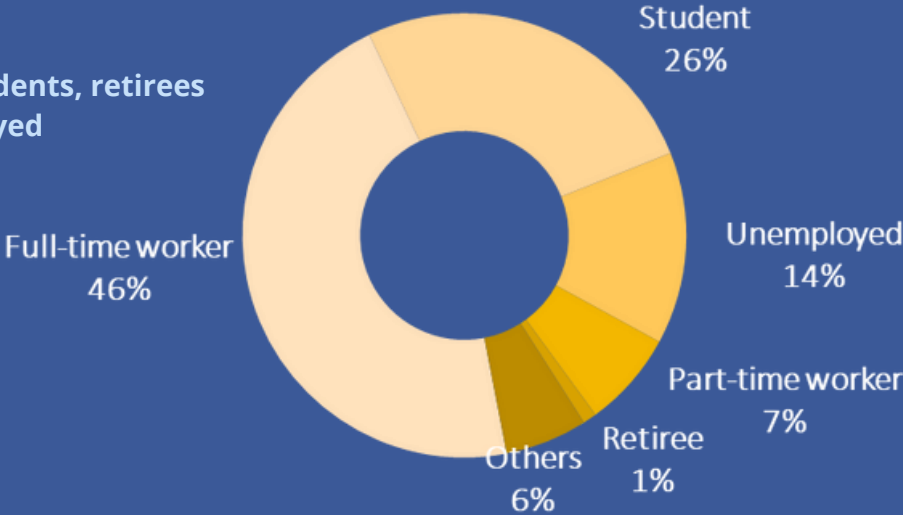
Clients achieved at least 1  
**Therapeutic Goal**

# We offer community-based mental health support for all strata of society

## Demographics of our clients experiencing mental health challenges

### Employment status

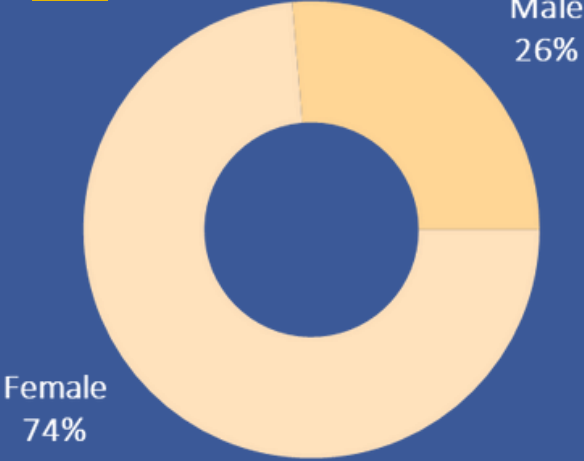
41% were students, retirees and unemployed



### Age group

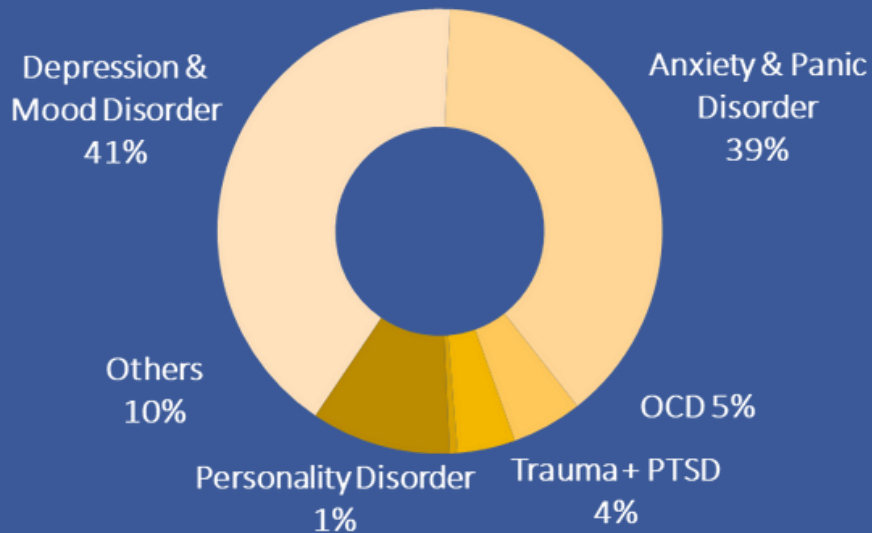


### Gender

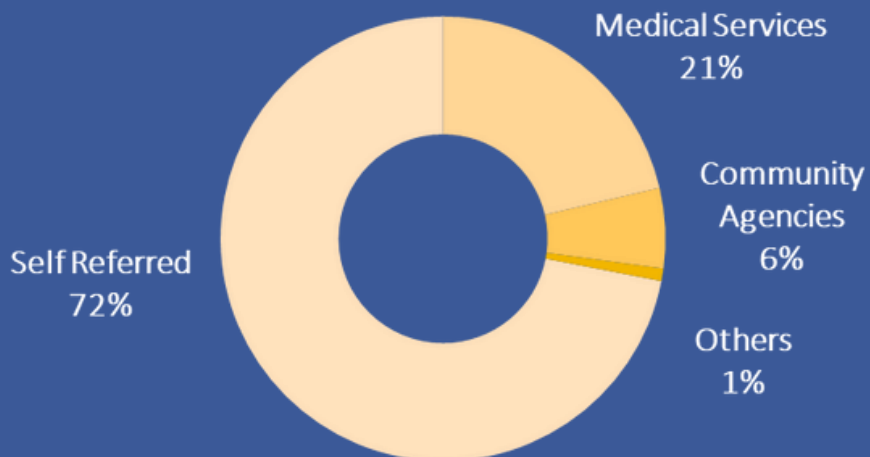


# Mental health conditions and referral sources

## Mental health conditions



## Referral sources





# Our work of Positive Transformations

## Impact at a glance

94

Programmes/ Workshops

974

Participants Engaged

Clarity Singapore recognises the need to enhance support to the community and persons with mental health conditions through psychoeducation and various social inclusion programmes.

By empowering participants, our programmes help to overcome the stigma surrounding mental health, build supportive networks, and to positively impact lives.



# Engagement with organisations & communities

We partner and engage various organisations and communities to make a difference in the lives of youths, seniors and working adults.

## Communities

ABLE LTD  
AWWA  
Canberra Grassroots Organisations  
Teck Ghee Vista Residents' Network

## Faith-based

Office for Catechesis  
Caritas Young Adults

## Corporates

Sport Singapore  
NTU University Wellbeing Office

## Schools

NTU Mind Matters  
Temasek Polytechnic  
Spectra Secondary School  
Catholic High School



**Clarity Singapore has been a supportive partner with AIC and contributed substantially to the mental health sector. Their passionate and dedicated team has touched many lives with mental health needs through various programmes and services. We look forward to a continued partnership with Clarity!**



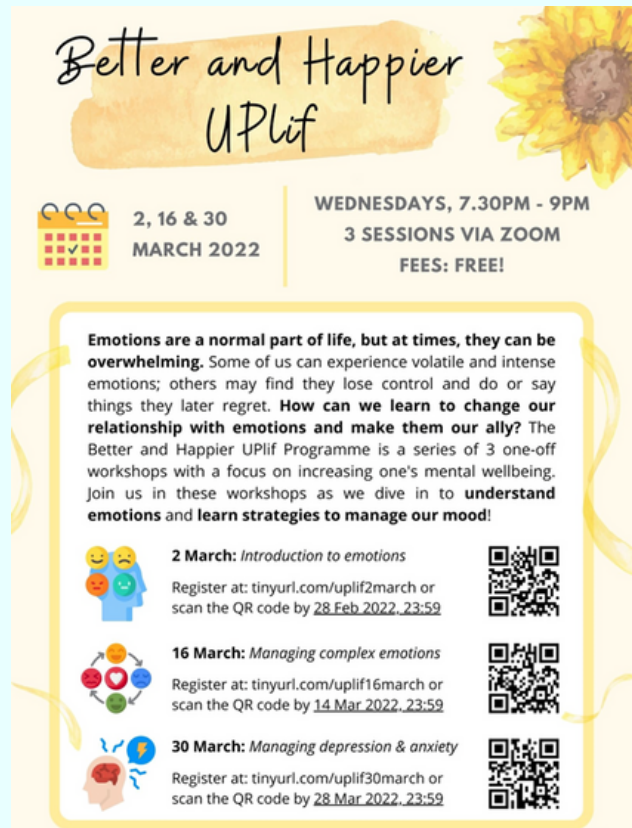
CARE AND COMMUNITY MENTAL HEALTH DIVISION,  
AGENCY FOR INTEGRATED CARE

# Our work: Programme highlights

## Uplif

Over a hundred participants attended a series of uplifting workshops held over few runs in March, July and August, that were developed for general public and youth.

Our Associate Psychologist gave an introduction to understand what emotions are about, their functions, beliefs/ judgments about emotions, common mental health conditions and how to manage distressing emotions using strategies to increase one's mental well-being.



*Better and Happier UPlif*

2, 16 & 30 MARCH 2022

WEDNESDAYS, 7.30PM - 9PM  
3 SESSIONS VIA ZOOM  
FEES: FREE!

Emotions are a normal part of life, but at times, they can be overwhelming. Some of us can experience volatile and intense emotions; others may find they lose control and do or say things they later regret. **How can we learn to change our relationship with emotions and make them our ally?** The Better and Happier UPlif Programme is a series of 3 one-off workshops with a focus on increasing one's mental wellbeing. Join us in these workshops as we dive in to **understand emotions** and **learn strategies to manage our mood!**

- 2 March: Introduction to emotions**  
Register at: [tinyurl.com/uplif2march](https://tinyurl.com/uplif2march) or scan the QR code by **28 Feb 2022, 23:59**
- 16 March: Managing complex emotions**  
Register at: [tinyurl.com/uplif16march](https://tinyurl.com/uplif16march) or scan the QR code by **14 Mar 2022, 23:59**
- 30 March: Managing depression & anxiety**  
Register at: [tinyurl.com/uplif30march](https://tinyurl.com/uplif30march) or scan the QR code by **28 Mar 2022, 23:59**

## Breathing Space

1, 8, 15, 22 & 29 MARCH  
5 & 12 APRIL 2022

TUESDAYS, 7.30PM - 9PM  
7 SESSIONS VIA ZOOM  
FEES: \$40

Anxiety is an emotion experienced by everyone. However it can be a painful and difficult experience when **anxiety occurs frequently, affecting your day to day activities**. Feelings of anxiety and stress can become worse when there are **uncertainties in our lives**. However, we can all **learn how to respond better** to these stressors and uncertainties.

We are offering **group therapy for individuals with anxiety** to learn, share experiences and practise **skills to better cope with anxiety**, all within a **safe, non-judgemental space**. Held over 7 interactive online sessions, this group therapy programme is conducted by our trained facilitators to journey with participants to mental wellness through discussions, pair-work, group activities and homework assignments.

At the end of the 7 sessions, you will be able to:

-  **Better understand your anxiety**
-  **Use specific skills to manage anxiety-related thoughts and behaviours**
-  **Identify triggers of anxiety and overcome them in a safe manner**
-  **Continue managing your own recovery plan beyond the group sessions**

## Breathing space

A group therapy programme designed to provide participants with a safe space to learn more about anxiety.

Held over 7 interactive sessions in March and April, participants gain knowledge on how to better respond to stressors and uncertainties encountered in everyday situations.

Many shared their experiences that they were able to utilise what they had learnt to manage their anxiety.

# Our work: Programme highlights

**God & MENTAL HEALTH**

**Where is God in my mental health? Can mental health and faith come together? What is the Catholic church's stance on mental health?**

If you have any of these questions, **come and join us over 2 evenings of raw, authentic BRAVE CHATS** as we share about our experiences and discuss these topics on mental health and faith in our Catholic communities:

- Finding God in our mental struggles
- Exploring how mental health & faith is integrated and lived out in our lives
- Prayer and other faith-related mental health strategies

**STUDENTS**  
(18 TO 25 YEARS OLD)

Session #1: Monday, 18 July; 8-10pm  
Session #2: Saturday, 23 July; 2-4pm  
via Zoom

**YOUNG WORKING ADULTS**  
(18 TO 35 YEARS OLD)

Session #1: Monday, 1 August; 8-10pm  
Session #2: Saturday, 6 August; 2-4pm  
via Zoom

## Being Brave God & Mental Health

In this small group course, our community was invited to explore the realities of mental health in a faith-based setting, where psychospiritual programme gave an insight on how mental health and faith can be integrated and lived out. The Sanctuary course covered faith-related coping and supporting techniques, that may in turn facilitate positive coping outcomes.



## The Sanctuary Course for Catholics

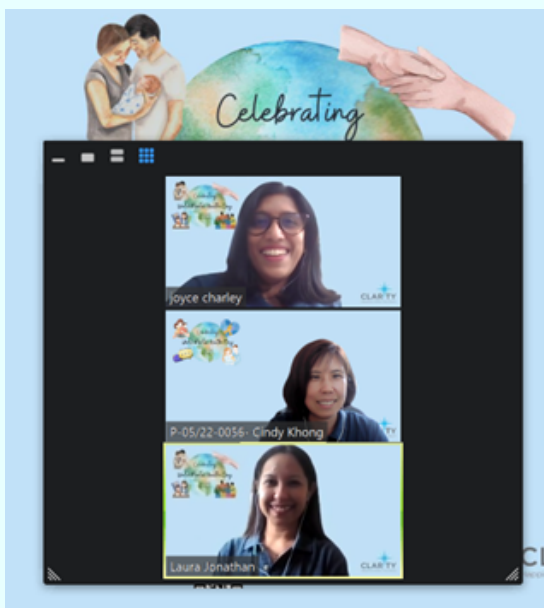
In March and April, a series of small group workshops exploring the realities of mental health and challenges, accompanied by films that recounted stories of Catholics living with mental health issues. In the films, some archbishops, theologians and psychologists provided insights to explain the signs and symptoms associated with mental health struggles.



# Our work: Programme highlights

## World Mental Health Day (WMHD) series

In celebration of World Mental Health Day, various workshops of different topics were held in the month of October.



### Happy Mummy + Happy Daddy = Happy Baby

New parents and expectant couples learned how to build effective communication with their spouses at the WMHD Maternal workshop, which helped to foster a more secure environment for their baby.

All participants gave overwhelmingly positive feedback, the insightful and engaging sessions had taught them how to develop a secure attachment with their child.



### (MEN)tal Health Matters

Continuing the WMHD series, our therapists discussed how distress may manifest in men, and how their coping mechanisms differ from those of women.

Participants were introduced to the mental health landscape for men, and learnt strategies on better supporting themselves and the men in their lives.

# Our work: Programme highlights



## Bloom x TP

In collaboration with Temasek Polytechnic, we organised a 6-session psychoeducational group programme. To cultivate confidence and comfort when socialising, the Bloom workshops touched on incorporating self-care behaviors, building resilience during difficult situations and identifying one's strengths and resources.



DENISE LIM  
SENIOR CLINICAL PSYCHOLOGIST  
INSTITUTE OF MENTAL HEALTH



**Clarity Singapore often seeks to maximize its reach of services, even to sectors of the population that are under-represented. This is not an easy feat, especially in light of economic hardship, limitations in funding, as well as cultural and language differences.**

# Our work: Programme highlights

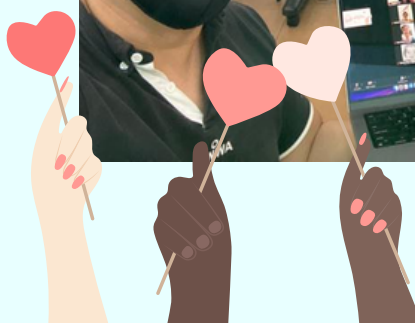


## Young adolescents workshop

A range of workshops focusing on maintaining positive mental health were held for some secondary schools. Students were taught to identify symptoms associated with mental health, build their mental resilience, and seek help when needed as early intervention could result in better outcomes. We can help our young people maintain a healthy mental health by empowering them with knowledge and encouraging dialogues.

## Saranghae: The language of Love

We organised a workshop on the various love languages and how to express our love to ourselves and our loved ones. Participants from AWWA x Canberra GRO thoroughly enjoyed the love tank and love languages activities, as they also discovered the importance of practicing self-love.



# Our work: Programme highlights



## Let's Talk

Over the course of 20 episodes, a host of psychoeducational sessions titled 'Let's Talk' were delivered via Instagram Live, with the aim of enhancing access to mental health information during the pandemic period, and allowing participants to interact with our special guests and community groups through interactive engagements.

Digital wellbeing, MBTI personality types, humour and mental health were some well-received topics that elicited positive responses from our participants.



**Thank you Clarity Singapore for your good work! You have provided valuable resources to the mental health community. Your dedicated team of therapists has touched many lives, improve our mental health and relationships with family and friends. We have also learned the importance of self-love.**



VALERIE ANG  
MENTAL HEALTH ADVOCATE

# Event Highlight

## Walk for Clarity 2022



Through the “Walk for Clarity” community fundraising event held from 15 August - 23 September, we hope to foster a spirit of giving and support important needs of the community we served that are affected by mental health conditions. This meaningful initiative spotlighted the generosity of individuals and organisations, and many mental health advocates were primed to go the extra mile in rallying their network to raise more than \$110,000 of donations.



GRACE YOUNG

3-TIME BEST SPORTSWOMAN  
OF THE YEAR, SINGAPORE

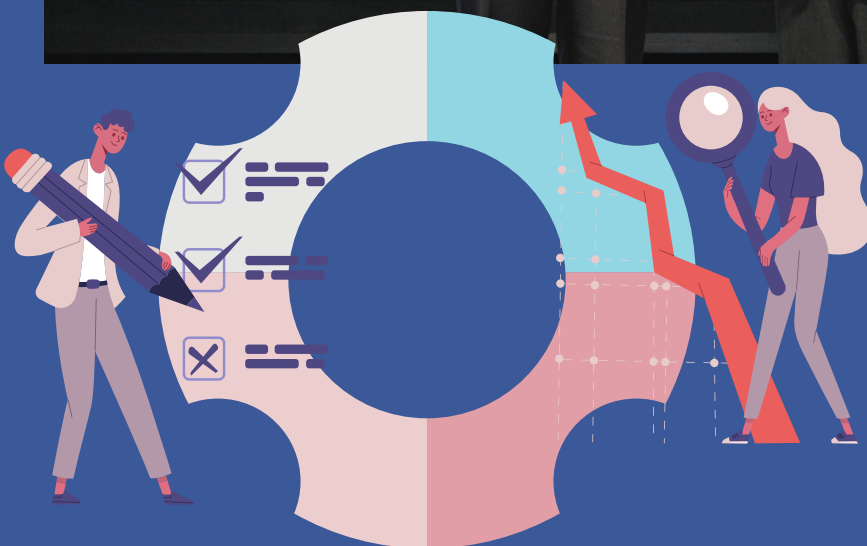


**As successful athletes, we get caught up with the glory and celebratory aspects of self. I struggled with the silence after many successes. I found peace when I started to give and serve others first.**

# Corporate highlight

## Recognition for Charity Transparency and Governance Award

The Charity Transparency and Governance Award 2022, organised by the Ministry of Culture, Community & Youth (MCCY), was awarded to Clarity Singapore. This marked the fourth consecutive year that we were recognised for exemplary practices. The honor affirmed our dedication to upholding high standards of transparency and governance, as well as cultivating strong relationships and stakeholder trust.



# Clarity in the News

## Catholic News: Love undivided for mental well-being

12  
12, 2021



### Love undivided for mental well-being

In 2000, a group of friends from the Saint Joseph's Choir of the Church of Our Lady Queen of Peace produced a Christmas album titled Undivided to raise funds for ecumenical and inter-religious outreach.

21 years later and led by the Holy Spirit, Christine Choo, Mary De Souza, Dawn Lee, Eugene Yeow, Edwina Yeow and Kevin Lee have reunited, joined by Catholics from other parishes and non-Catholics, to raise awareness for mental health struggles and funds for two mental health charities, Clarity Singapore and Shan You Counselling Centre, and to bring a message of hope to everyone for this Advent and Christmas. After being inspired by 1 Cor 13:13, "Three things will last forever: faith, hope, and love-and the greatest of these is love.", the choir decided on Love, Undivided as the theme of their new audiovisual project. They christened themselves the Love, Undivided Voices (LUV).

From Nov 20-Dec 31, LUV will release a musical reflection on YouTube every Saturday to remind viewers that they are one people in humanity, all equipped to overcome challenges and obstacles if they work together with God and love beyond their differences. The songs featured are all covers of Catholic hymns and contemporary Christian music with original arrangements.

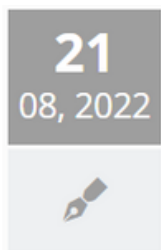
With members coming from all walks of life, Primary school children, housewives, grandparents to professional music arrangers, LUV combined their talents and stripped down the music to its essentials, making it lighter to encourage reflection.



[READ MORE](#) 

# Clarity in the News

## Catholic News: Walking for mental health



## Walking for mental health awareness

Victoria Lim

From Aug 15 - Sept 15, 2022, Clarity Singapore (Clarity) - a mental health charity and a member organisation of Caritas Singapore which empowers persons with mental health issues to lead meaningful lives through support, acceptance and recovery - is organising a virtual walkathon titled Walk for Clarity 2022. Their goal? "To highlight the importance of mental health, reduce the stigma and empower persons struggling with mental health challenges to seek help," said Clarity's clinical psychologist and Intervention Lead Dr Goh Ci Ping.

Mental health in Singapore Observing the pandemic's effects on Singaporeans' mental health, a study released by the Institute of Mental Health (IMH) on Aug 24, 2021 reported that about 13% of over its 1,000 participants experienced symptoms of depression or anxiety a year into the pandemic.

Supporting one another Clarity's Executive Director, Mr Joachim Toh, said that having a supportive community is essential and beneficial for helping individuals facing mental health challenges on their road to recovery. He highlighted a few ways that Catholics can get involved:

- Lending a listening ear - we do not have to provide solutions or answers; showing them that we are there for them will help immensely;
- Letting them know that we are there for them should they need support;
- Encouraging them to seek help from a mental health professional by reassuring them that seeking help is not a sign of weakness;



[READ MORE](#)





# Looking ahead

## Our Commitment

We enter 2023 with a continued commitment to fortify our partnerships with social service agencies, mental health care providers and corporates to provide quality mental health related services to the community. Our teams will broaden our scope to support this important cause and to normalise mental health.

## Programme Plans

Our programmes will be consolidated under a new framework - "Clarity Circle". With this revamp, we hope to refocus our programmes in a new direction with an emphasis on mental wellness. Everyone's life touches someone with a mental health condition, anyone can join these programmes that comprise psychoeducation workshops, interest groups, panel and focus group discussions.

## Fundraising Plans

We target to have one key fundraising event and several campaigns over Lent, World Mental Health Day, and Christmas. We want to advocate good mental health and promote greater awareness among our community and the public.

The funds raised will be used to cover governance and administrative costs, as well as costs of charitable activities which may include programme costs and event management costs.

# Financial Summary

## Statement of financial activities for the financial year ended 30 September 2022.

	Unrestricted Funds	Restricted Funds	Total Funds
<b>2022</b>	S\$	S\$	S\$
<b>INCOME</b>			
Income from generating funds	398,499	1,254,298	1,652,797
Income from charitable activities	8,290	121,590	129,880
Other income	125,947	0	125,947
<b>TOTAL INCOME</b>	<b>532,736</b>	<b>1,375,888</b>	<b>1,908,624</b>
<b>LESS: EXPENDITURE</b>			
Cost of charitable activities	83,345	895,830	979,175
Governance and other administrative cost	379,603	234,822	614,425
<b>TOTAL EXPENDITURE</b>	<b>462,948</b>	<b>1,130,652</b>	<b>1,593,600</b>
<b>SURPLUS FOR THE FINANCIAL YEAR</b>	<b>69,788</b>	<b>245,236</b>	<b>315,024</b>

Clarity Singapore has only one key management staff who receives an annual remuneration exceeding SGD100,000.

The key management staff do not serve as a governing board member, and there is no paid staff who is a close member of the family belonging to the Executive Director or Governing Board member.

For details of our financial statements, please refer to [www.clarity-singapore.org/about/annual-report](http://www.clarity-singapore.org/about/annual-report)

# Corporate Governance

## Code of Governance

S/N	Code Guideline	Code ID	Response (select whichever is applicable)
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.  Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")	1.1.2	Complied  No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
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	Complied
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
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	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

# Corporate Governance

## Code of Governance

Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resource and Volunteer Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied

# Corporate Governance

## Code of Governance

Financial Management and Internal Controls			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of 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.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

# Corporate Governance

## Code of Governance

Disclosure and Transparency			
24	<p>The charity discloses in its annual report —</p> <p>(a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.</p> <p>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)</p>	8.2	Complied
25	No governing board member is involved in setting his own remuneration.	2.2	Complied
26	<p>The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.</p> <p>OR</p> <p>The charity discloses that no governing board member is remunerated.</p> <p>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</p>	8.3	Complied
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	<p>The charity discloses in its annual report —</p> <p>(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.</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 none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head 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

# Corporate Governance

## Funding

### ▶ **Caritas Singapore Community Council**

An annual budget is submitted annually for grant processing. The funds from Caritas Singapore supported mental health services and related functions that Clarity provides to the community.

### ▶ **Community Intervention Team (COMIT)**

The Community Intervention Team (COMIT) provides assessment, counselling, therapy, case management and psychoeducation support for clients with mental health issues, including their caregivers. COMIT works closely with the community outreach teams, General Practitioners, Polyclinics and other community partners to provide holistic care to clients.

### ▶ **Community Foundation of Singapore**

The funds supported programmes for youths as part of Clarity Singapore's Yes Initiative.

### ▶ **Community Silver Trust (CST)**

The CST funds managed by the Ministry of Health (MOH) and administered by Agency for Integrated Care (AIC) aims to encourage donations and provide additional resources for the service providers in the Intermediate and Long-term Care (ILTC) sector to enhance their capabilities, provide value-added services to achieve higher quality care, and enhance the affordability of ILTC services for beneficiaries.

### ▶ **General Public**

## Reserve Policy

To establish reserves at a level of at least three years of the past two years' average expenditure.

# Acknowledgements

## Partners and Agencies

The achievements of Clarity Singapore is made possible with the generous support of various partners and organisations. Their steadfast support enable us to increase our impact among the vulnerable in our community.

Agency for Integrated Care	KK Women's and Children's Hospital
Care & Share Matching Grant	Ministry of Health
Caritas Singapore	Ministry of Social and Family Development
Charity Council	Mount Alvernia Hospital
Community Foundation of Singapore	National Council of Social Service
Institute of Mental Health	OCD Network
Khoo Teck Puat Hospital	

### Programme Partners:





# Acknowledgements

## Donors and Fundraisers

We extend our gratitude to all donors, fundraisers and advocates for their generous contributions. We are encouraged that more individuals and corporate organisations have stepped forward to promote awareness and help us better meet the needs of our community.

Les Amis Group	Mr Iylia
Olam Holdings Pte Ltd	Ms Joyce Chua Peck Koon
PAP Community Foundation	Mr Koh Lye Thiam
Singapore Golf Association	Mr Lim Ah Cheng
Temptations Bakery Pte Ltd	Mr Lim Yang Hsing Leslie
The Silent Foundation	Mr Michael Chye Hin Fah
Ms Angelia Tan	Mr Nicholas Joo
Ms Cynthia Phua	Ms Petrella Charley Jaspine
Mr Daniel	Mr Philip Lim Feng
Dr Elyssa Chan Ern Mei	Mr Puah Ji Wen David
Dr Liew Geok Cheng	Mr Ricaforte Frederick Laurente
Mr Edwin Voong Hon Lim	Mr S Han
Mr Gerard Lee	Ms Serena Koh Bao Ru
Mr Glen Lau	Mr Stuart Ong
Mr Goh Guat Nee, Joey	Ms Teah Khee Hwa
Ms Hannah	Mr Wilson Goh, Science On Skin
Mr Ian de Vaz	Mr Wong Hein Jee



## **PARTNER with us**

Corporate sponsorship will enable us to touch lives meaningfully and provide resources to journey with individuals affected by mental health conditions. We collaborate with organisations to offer personalise programmes and educate their employees on mental health.

## **GIFT to transform lives**

Donate to support our work of hope and healing. Your contribution will help more people to gain access to professional counselling, psychological services and psychoeducational programmes.

## **GIFT your time**

Volunteer for a good cause and use your skills to make a difference in someone's life. A myriad of meaningful activities and volunteering opportunities are available to raise mental health awareness.

Be part of a cause to ignite positive change for mental health.  
Email [ask@clarity-singapore.org](mailto:ask@clarity-singapore.org) for more ways to get involved.

**CONNECT NOW**





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