

20  
23

ANNUAL  
REPORT

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*Uplifting Minds*

For Brighter Tomorrows

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**Mr Peter Lam**  
CHAIRMAN

# Joint message:

## Chairman and Executive Director

Greetings and we hope that this message finds you well.

2023 has been a busy year for Clarity Singapore. We are excited to share with you an update of our efforts and work done in 2023, in making a positive impact on mental health in Singapore.

Over the course of the year, Clarity has been working closely with different groups, such as hospitals, social service agencies and churches, to make sure more people receive the mental health support and services that they need. Last year, our amazing team of psychologists and mental health counsellors helped over 1,300 clients through more than 6,700 therapy sessions.

We also started Clarity Circle to raise mental health literacy. Clarity Circle provides an effective and friendly way for people to learn more about mental health and various types of mental health issues as well as mental wellbeing, identifying signs of mental distress, and where to seek help.

Our associate psychologists and programmes team reached out to over 700 participants through various programmes and workshops.

We are very honoured to receive the President's Certificate of Commendation (COVID-19) in recognition of Clarity's exceptional efforts to provide mental health support to residents during the COVID-19 pandemic. This award would not have been possible without the hard work, dedication and commitment of everyone in Clarity. We would like to express our heartfelt appreciation to our team and the volunteers who never gave up during the tough times. Together, we made a real difference in the fight against the mental health impact of the pandemic.

As an organisation trusted by our clients with the struggles and challenges that they face, we recognise the importance of safeguarding our clients' privacy and confidentiality. Since November 2022, we have established processes and systems to protect personal data and ensure stringent regulatory compliance, thereby minimising potential data security threats.

# Joint message:

## Chairman and Executive Director



**Ms Anne Pillai**  
EXECUTIVE DIRECTOR

We achieved the Cyber Essentials mark launched by the Singapore Cyber Security Agency in December 2022 and completed the Data Protection Essentials programme from the Infocomm and Media Development Agency in February 2023.

To ensure that our services remain affordable and accessible to our clients, we undertake efforts to raise funds. We launched the second edition of the #WalkforClarity walkathon, which brought together friends, families, and communities to raise funds for Clarity by pledging donations for distances that participants would complete. A huge thank you to everyone who participated in our various fundraisers and helped with donations and sponsorships! Thank you for your generosity which empowers us to expand our services to more people who are affected by mental health.

Clarity has benefitted much from benefactors and volunteers, some of whom serve on our Board of Directors. We are excited to welcome three accomplished persons to the Board: Ms. Chan Yit Foon, Mr. Houl Lee and Mr. Loh Yong Chye.

They bring insightful perspectives and a wealth of experience to help Clarity grow and do even better.

We thank Mr. Joachim Toh, our immediate past - Executive Director, for his steady leadership of Clarity from February 2021 to August 2023. He was instrumental in steering Clarity through the pandemic and implemented innovative solutions to ensure uninterrupted services for our clients. We are pleased that Joachim will continue to assist us in a volunteer role as a Finance and Fundraising Advisor. We warmly welcome Ms. Anne Pillai as our new Executive Director, effective from September 2023.

For all our achievements, we want to give credit to God. It is through God's grace that Clarity can continue to deliver high quality support and assistance to those afflicted by mental health challenges. We hope that everyone who connects with us will feel His goodness, and we pray that God will continue to shower bountiful blessings on us to do His good work in uplifting mental wellbeing for all.

We wish you joy, peace and mental serenity.

# 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 psychotherapy, counselling assistance 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*



**MR JEROME YUEN**  
*Board Member*



**DR THERESA LEE**  
*Board Member*



**MS ELIZABETH CHIA**  
*Board Member*



**REV FR KENSON KOH**  
*Board Member*



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

## Spiritual Director



**MR HOUL LEE**  
*Board Member*



**MR LOH YONG CHYE**  
*Board Member*



**MS CHAN YIT FOON**  
*Board Member*



**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	Board Member 12 September 2017 - 30 September 2021
Mr Benjamin Yeo Yul Chuan	Board Member 12 September 2017	Assistant Director Eldercare Services	-
Ms Chan Yit Foon Caroline	Board Member 1 March 2023	Senior Vice President, Human Resources Marina Bay Sands Pte Ltd	-
Ms Elizabeth Chia Wei Ling	Board Member 1 August 2021	Assistant General Counsel Collins Aerospace, Singapore	-
Mr Hou Lee	Board Member 1 December 2022	Chief Financial Officer/ Head of Private Equity Wah Hin & Co Pte Ltd	-
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	-
Mr Loh Yong Chye	Board Member 1 December 2022	CEO and Co-founder ACT:DPI Pte Ltd	-
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	-

# Leadership

## Board of Directors: Members of the Board

Committees	Members	Appointment
<b>HUMAN RESOURCES &amp; DEVELOPMENT</b>	Ms Chan Yit Foon Caroline Mr Benjamin Yeo Dr Theresa Lee	1 March 2023 1 October 2021 1 October 2021
<b>MARKETING, PUBLIC RELATIONS &amp; FUNDRAISING</b>	Mr Houli Lee Ms Elizabeth Chia Mr Peter Lam	1 December 2023 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 Jerome Yuen Ms Joycelyn Ong Mr Loh Yong Chye	1 October 2021 1 November 2021 1 December 2023



# 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 2023 is as follows:

BOARD MEMBER	ATTENDANCE
Mr Peter Lam Kok Wai	4/4
Mr Peter Chan Pee Teck	2/4
Mr Benjamin Yeo Yul Chuan	2/4
Ms Elizabeth Chia Wei Ling	2/4
Mr Jerome Yuen Ka Lok	4/4
Rev Fr Kenson Koh	3/4
Rev Fr Paul E. Staes	3/4
Dr Theresa Lee Mei Ying	2/4
Mr Houli Lee*	2/3
Mr Loh Yong Chye*	2/3
Ms Chan Yit Foon Caroline**	2/3

\*Appointed on 1 Dec 2022

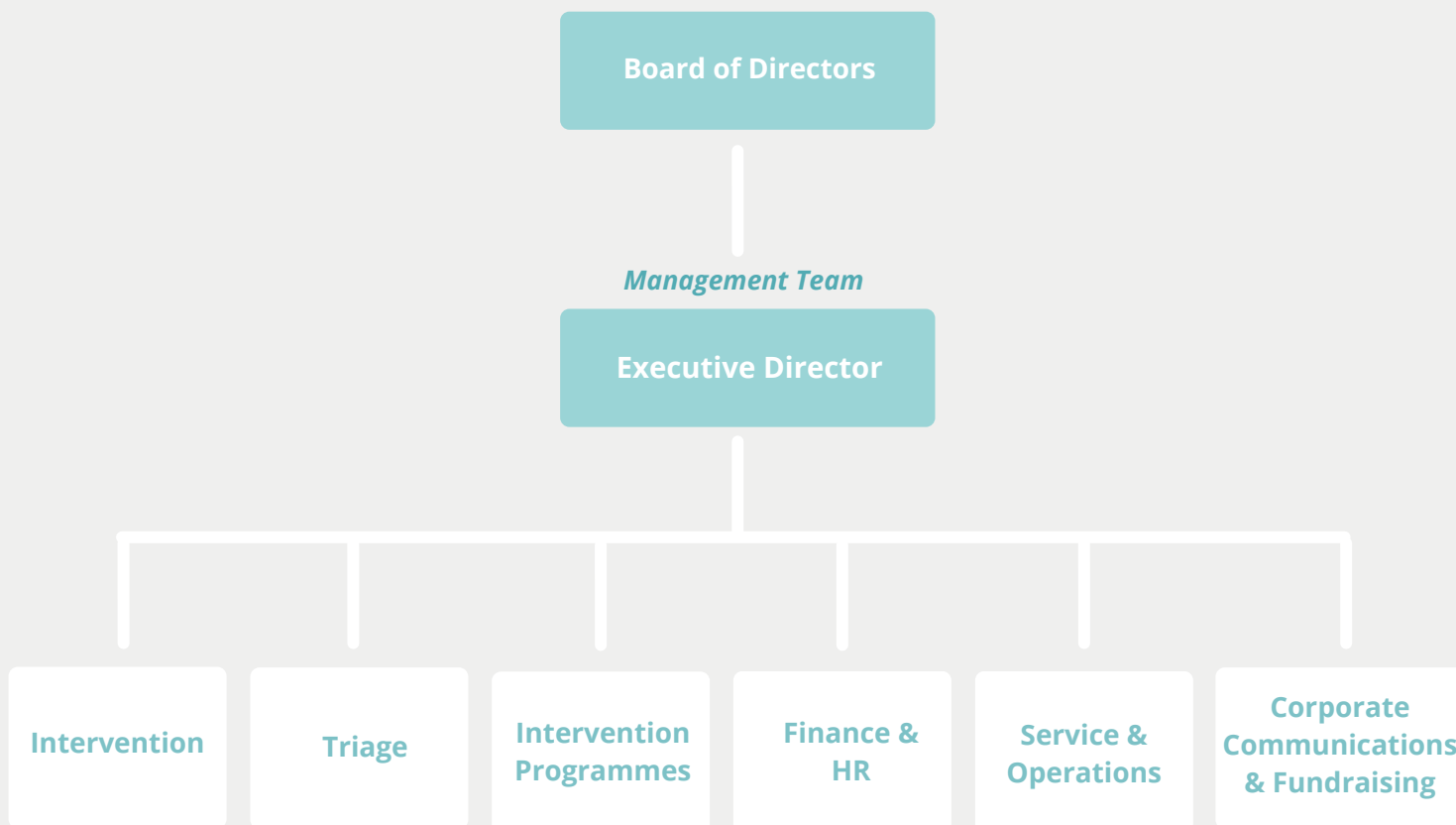
\*\*Appointed on 1 Mar 2023

# Leadership

## Executive Management Team

Name	Job Title	Appointment Date
Mr Joachim Toh Wen Keong	Executive Director	2 November 2020 - 11 August 2023
Ms Anne Pillai	Service Lead Executive Director	7 March 2022 1 September 2023
Ms Tan Ming Chin	Snr Mental Health Counsellor Deputy Lead	1 April 2021 1 September 2023

## Organisational Structure



Clarity Singapore employs 20 full-time staff as of 30 September 2023

# Our Impact in the Community

**6,739**

TOTAL SESSIONS  
WITH CLIENTS



**1359**

TOTAL CLIENTS SERVED



**89%**

CLIENTS ACHIEVED MIN  
1 THERAPY GOAL

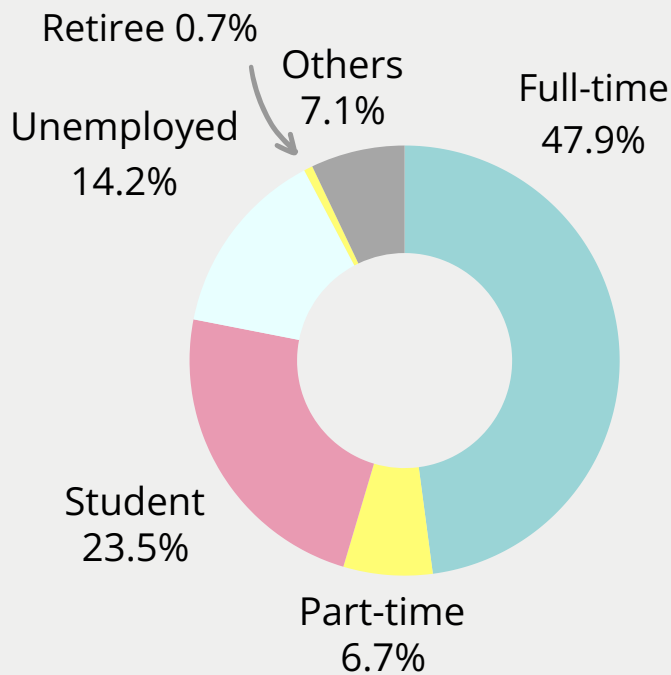


**680**

NEW CLIENTS  
SOUGHT HELP

# Demographics of our clients

## EMPLOYMENT STATUS

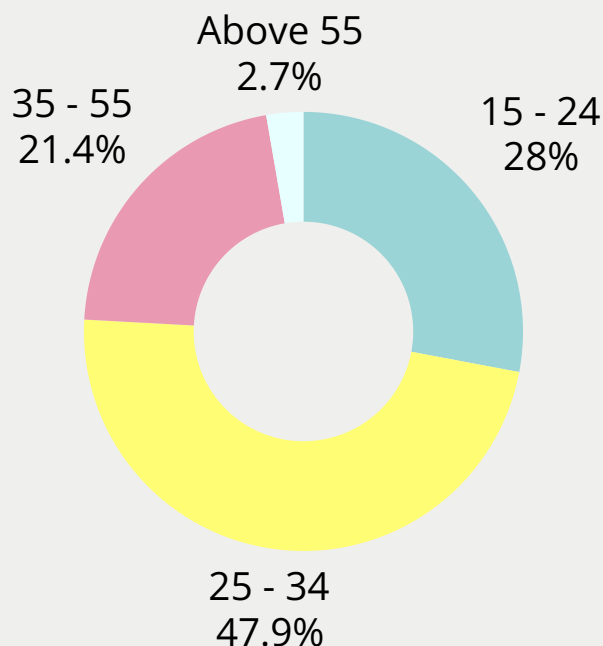


Estimated

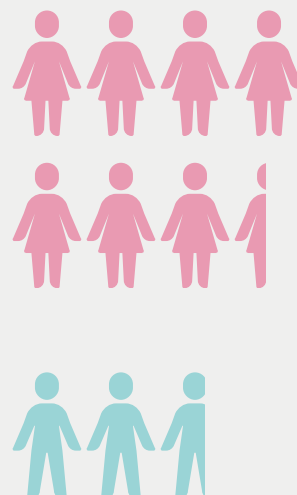
# 45%

Clients may lack financial capacity

## AGE GROUP



## GENDER



# 73%

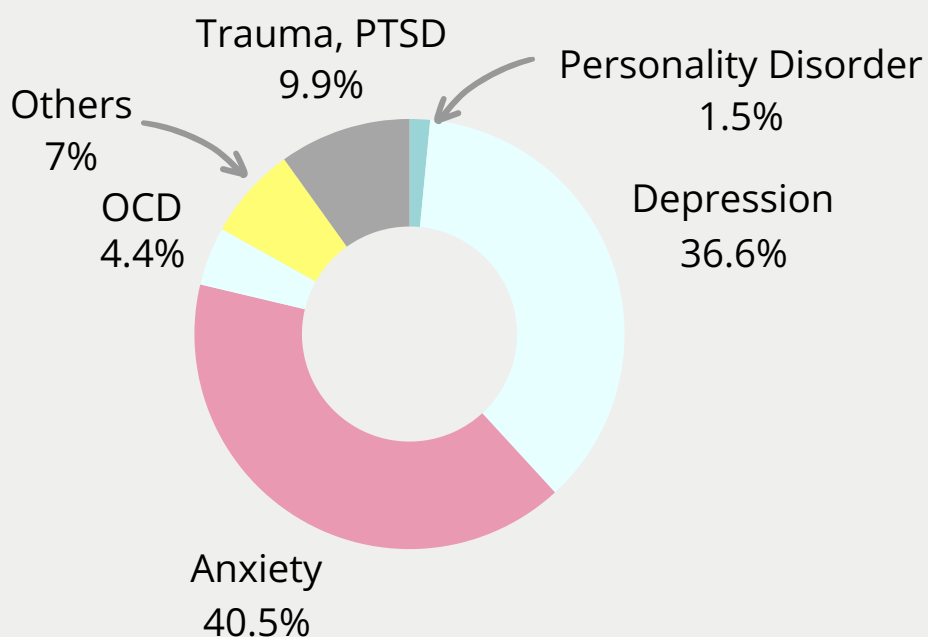
Females

# 27%

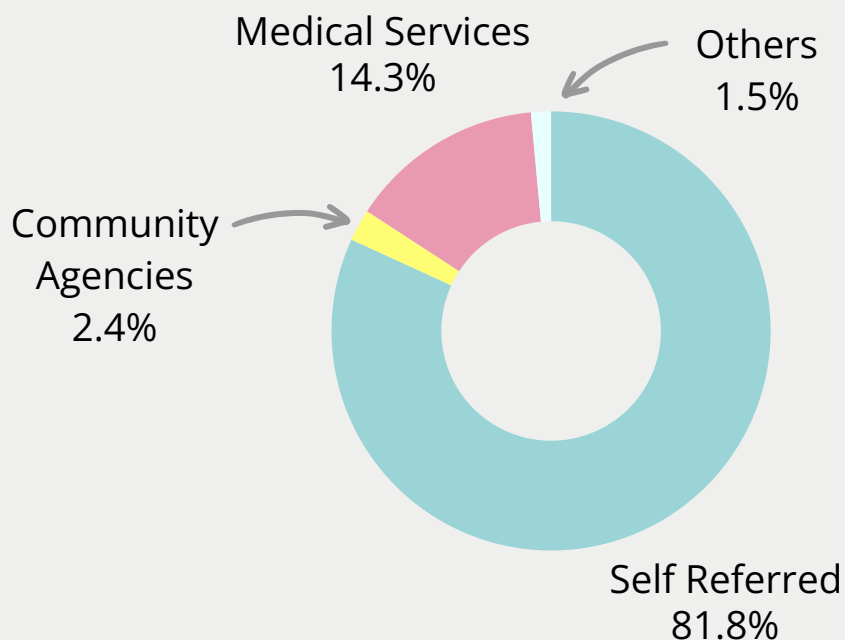
Males

# Mental health conditions and referral sources

## MENTAL HEALTH CONDITIONS



## REFERRAL SOURCES





# Uplifting Communities for Brighter Tomorrows

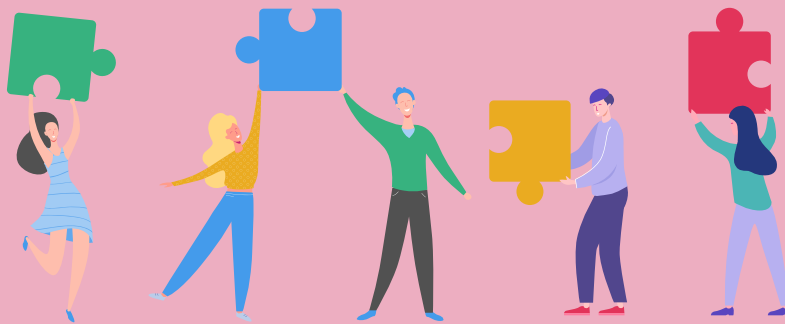
Impact at a glance

723

Participants Engaged

39

Programmes/  
Workshops conducted



Central to our mission is the advocacy on mental health literacy. Clarity Singapore uplifts numerous individuals and families to enhance their psychological wellbeing, empowering them with knowledge through our psychoeducational programmes. This fosters a supportive environment for mental health conversations and activities, promoting community support.

# Engagement with organisations & communities

We forge impactful partnerships with diverse organisations and communities, to amplify our joint efforts to strengthen the social fabric of support, and foster a holistic approach to our mental wellbeing.

## COMMUNITIES

Kidney Dialysis Foundation  
Nee Soon South Mental Well-being  
Committee



## SCHOOL

Temasek Polytechnic

## FAITH-BASED

Caritas Young Adults  
St Francis of Assisi  
St Francis Signlight Community



# Programme highlights



Normalise  
Conversations



## Human Library Event

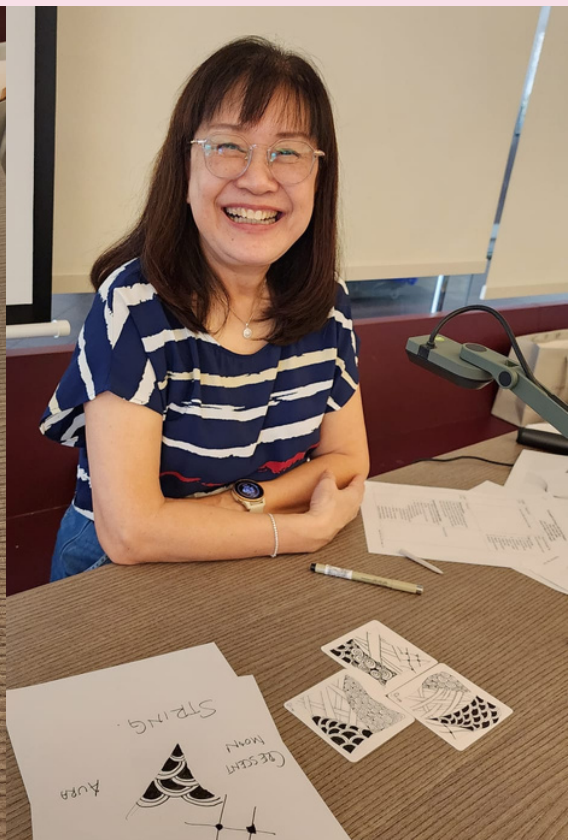
Our inaugural Human Library event, presented in collaboration with the Nee Soon South Mental Health Committee, featured four guests who are a clinical psychologist, a mental health advocate, and two peer support specialists.

To normalise conversations and reduce stigma on mental health, participants had the opportunity to hear the various stories of professionals working in the mental health space, and learned from other's experiences.





# Programme highlights



## St Francis Signlight Community Workshop

Introduction to Mental Health and Self-Care workshop was a collaborative effort with our volunteer, who skillfully led a Zentangle activity with the St Francis Signlight Community.

This programme aimed to emphasise the significance of mental health and understanding how Zentangle patterns can be used as a coping technique for stressors. An onsite interpreter guided the participants to nurture a supportive environment for all in the the hearing-impaired community.



# Programme highlights

## BRAVE Steps

Our team delved into important topics on mental health literacy, the intersection of God and emotions, self-care, and the importance of companionship. The 4-sessions programme provided a safe space for participants to engage in conversations about mental health through the faith-based perspective.



## St Francis of Assisi Catechism

The Stress Management workshop provided comprehensive insights into stress, highlighting indicators of stress within the body, and exploring its manifestations in their lives. The youths were equipped with a diverse set of strategies for stress management, incorporating faith-based approaches to improve their overall well-being.

# Programme highlights

## Clarity Circle Gather

During the Clarity Circle workshop on Making Selfcare Products, our participants learned how aromatherapy and self-care can enhance one's wellbeing. They had learned how to make natural products that can help to improve mood and sleep patterns such as body scrubs, pillow sprays, and face masks. The programme had received positive feedback as participants enjoyed the mindful experience.



## Clarity Circle Gather

Our participants went on a mindful nature walk at Treetop Walk MacRitchie, where they experienced the serene nature, accompanied by the therapeutic sounds of the environment. This outdoor programme coincided with our #WalkforClarity event, encouraged our community to get physically active while prioritising our mental wellbeing. It was also an excellent bonding activity to foster social connections.

# Programme highlights



## Chat Panel

We held an online panel discussion aimed at fostering awareness surrounding mental health struggles and caregiving experiences. The panel featured a young couple who shared their personal experiences, providing valuable insights into their respective mental health journeys and the importance of caring for one another.

## Managing Transitions to Polytechnic

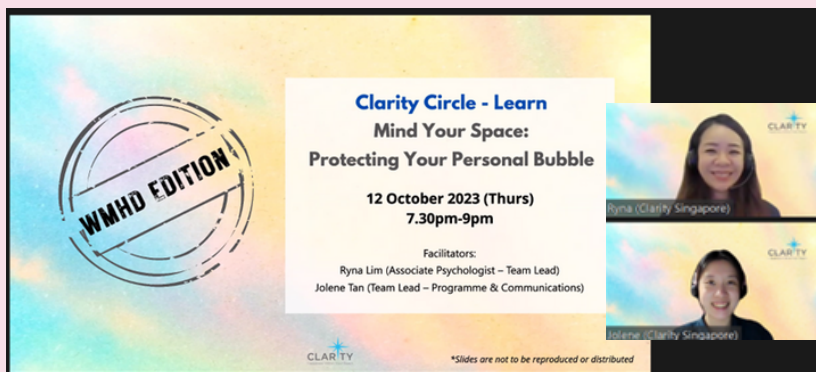
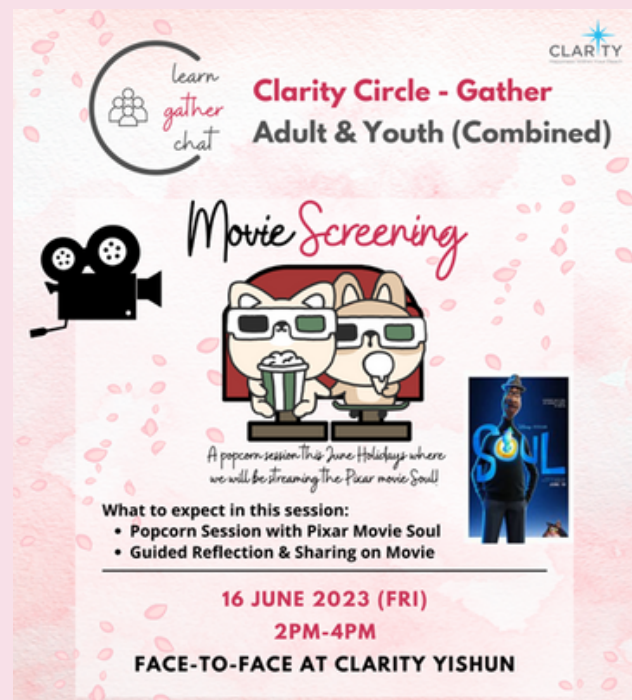
Over 150 participants from Temasek Polytechnic attended our workshop on Managing Transitions, where practical strategies were shared to enhance their ability to navigate life transitions more effectively. Aligned with our commitment to providing support, the workshop helped the year one students to build resilience as they embark on new changes.



# Programme highlights

## Clarity Circle Gather

An uplifting Pixar film "Soul" was screened at our Yishun office as part of our combined adult and youth session for Clarity Circle programme. It was a wonderful way for our community members to get together, strengthening their bonds with one another. In addition to the activities, it provided a platform for everyone to participate in guided reflection on the movie, making our Clarity Circle gathering truly memorable.



## Clarity Circle Learn

This enlightening session of Mind Your Space equipped participants with identifying and establishing healthy boundaries in our lives.

Participants expressed gratitude for the engaging and insightful content, highlighting its positive impact. The enthusiastic interest in additional workshops on similar topics underscores the importance of protecting our personal boundaries, emphasising the continued relevance of our programmes.

# Intervention highlight



## Building Collaborative Culture

We continually engage with our key partner Khoo Teck Puat Hospital (KTPH) as our therapists had quarterly consultations with Dr. Surej John, Head of Department and Senior Consultant in Psychological Medicine. Our meetings involved in-depth discussions on cases, gaining insights into various therapy experiences from a multidisciplinary perspective. We were periodically involved in group supervision sessions, clinical attachments, and exchanging best practices.

## Internet-Cognitive Behavioral Therapy

Clarity Singapore stands as a key member, alongside the Institute of Mental Health (IMH) in the OCD Network Singapore. In 2023, IMH conducted an Internet-Cognitive Behavioral Therapy (iCBT) training for our therapists, to further strengthen our expertise in the Obsessive Compulsive Disorder (OCD) domain. The training covered various distinctions between iCBT and Exposure and Response Prevention (ERP), as we navigate the evolving landscape of evidence-based therapy in the digital age.

# Event highlight

## #WalkforClarity



The #WalkforClarity walkathon, in its second edition, took place from 29 July to 15 September 2023. Throughout the event, a remarkable gathering of mental health advocates demonstrated a resolute commitment to rally their friends and families, promoting a healthy lifestyle and fostering social connections that are beneficial for our mental health. Enthusiastic individuals and organisations actively contributed to raising over \$71K, echoing the generosity that defines our shared commitment to mental health advocacy!



**IRENE PINTO**  
TOP ADVOCATE  
#WALKFORCLARITY

Clarity Singapore stands out from other organisations by raising awareness for the disadvantaged community while guided by the Christian ethos – compassion, care and love for all regardless of ethnicity, religion and social status. #WalkforClarity has showed me that I can combine my passion for exercise with a meaningful contribution to others. Little collective steps make a Good Walk for everyone!

# Event highlight

#WalkforClarity - Top Advocates!



Follow for more inspirations ...



# Corporate highlights

## Recognition for Charity Transparency and Governance Award



Continuing our track record, Clarity Singapore once again was accorded the Charity Transparency and Governance (CTA) Award 2023, demonstrating our unwavering commitment to high standards of governance. As we celebrate this remarkable achievement, we are reminded of the significance of maintaining a transparent approach in all facets of our work, and remain dedicated to cultivate a positive impact in the mental health landscape. We extend our gratitude to our dedicated team, partners, and stakeholders who have contributed significantly to our pursuit of excellence.

# Corporate highlights

## Recognition for Certificate of Commendation (Covid-19)



We received the esteemed award of the President's Certificate of Commendation (COVID-19), a testament of the steadfast dedication demonstrated by the team at Clarity Singapore. We extend our heartfelt appreciation to our staff and volunteers whose unwavering spirit prevailed during the most challenging times. Together, the team has truly made a meaningful difference in combating the mental health impact of the pandemic.



# Partners highlight

## Our Collaborative Journey

Caritas Singapore is grateful for the warm and close relationship it has with Clarity Singapore. With its experience and expertise in the area of mental health, Clarity is a key partner in the Catholic Church's social mission to reach out to individuals needing support regardless of race, religion or background.



**JULIANA FOO**  
EXECUTIVE DIRECTOR  
CARITAS SINGAPORE



**JAMES TONG**  
CASE MANAGEMENT OFFICER  
YISHUN HEALTH

Clarity Singapore's specialised focus on mental health complements our public healthcare services. While they provide vital support to our community, Yishun Health Psychiatry is dedicated to enhancing our partnership's overall quality of care.

Clarity Singapore has excelled at mental health support and psychoeducational programmes, helping Nee Soon South to balance our community outreach in a welcoming manner. Our impact is significantly higher as a result of our complementary partnership!



**HO SHU HUANG**  
COMMUNITY VOLUNTEER  
NEE SOON SOUTH



**ALVINA CHIN**  
FAMILY LIFE EDUCATOR  
MUMS FOR LIFE

The safe space MUMs for Life provides to our community is enriched by the professional expertise and services extended by Clarity. We have benefitted from their openness to our community needs and keen interest to collaborate in equipping mothers with the skills to nurture their mental wellbeing!

# Clarity in the Spotlight

Sassy Group Media



## A letter to Mamas who are struggling: It's Okay to Not Be okay

Dear Mama, people say that the days are long but the years are short. But I know that it doesn't make the sleepless nights, crying babies, and your never-ending to-do list any easier. The struggle is real. I know because I have been there.

Soon after my second child was born, I experienced something I was afraid to share with anyone. My son would wake up to nurse up to six times a night, and I was exhausted. During the day, my 3-year-old daughter would crave some quality time with me, and I would struggle to play with her joyfully and wholeheartedly. I simply didn't have the patience to deal with her needs and occasional tantrums. And I saw a side of me that I never knew was there.

*"It's time to take a bath now."*

*"I don't want to take a bath!"* she cried, sprawled out on the floor in protest. *"Why won't you take a bath?!"* I shouted, pounding my fist on the countertop, so hard that I could feel the blood throbbing through my veins.

The days truly felt like years, especially when my husband had to work late, and all of the bedtime battles fell on me. My family would offer to help, but I worried that asking for help would make me a burden, so I only asked when I really couldn't manage. I remember nights when my son would cry inconsolably for hours, and I just felt so helpless. Was it colic? Exhaustion? Discomfort? I couldn't figure it out, and I just cried along with him.



 [READ MORE](#)

# Clarity in the Spotlight

## Catholic News



## Caring for Self to Care for Others

One-in-10 Singaporean teenagers suffer from at least one mental health disorder, according to a nationwide study by the National University of Singapore (NUS) conducted between 2020 and 2022, with data collected from 3,336 adolescents aged 10 to 18.

This statistic highlights the mental health struggles young Singaporeans face in an environment that rewards high achievers raised in a competitive education system and a subsequently demanding work environment.

Enter self-care, the buzzword that has been adopted by workplaces and social media in recent years.

The World Health Organisation (WHO) defines self-care as “the ability of individuals, families, and communities to promote health, prevent disease, maintain health, and cope with illness and disability with or without the support of a health worker.”

It is also about one’s ability to recognise the symptoms of distress or ill-health, acting to manage these issues, and practising healthy lifestyle habits to maintain one’s overall well-being.

“While most individuals understand the concept of self-care, they frequently fail to put it into practice because they feel obligated to do it only after other commitments have been met. said Ms Janice Quek, a clinical psychologist at Clarity Singapore.

 [READ MORE](#)



# Clarity in the Spotlight

Today Online



## A botched singing performance led me to seek counselling — and find my voice again

I have always wanted to be a singer ever since I was just three years old. The feeling of being on stage and expressing myself through song has always sparked an inexplicable sense of joy in me, even to this day. But I wasn't born a talented performer.

My earliest attempts at performing onstage became bitter memories. I recall my anxiety and stage fright being on the stage alone for the first time.

When I hit a wrong note at one point in the song and went off-key, the comments I got afterwards were anything but kind. After my onstage gaffe, my peers laughed at me and said I should never sing again.

I still remember the throbbing fear creeping into my bones at the thought of receiving jeers in the corridors of my secondary school. I felt embarrassed, belittled, and crushed by the words and deeds of others, given that performing was such an important dream to me.

Through CHAT, a national youth mental health outreach and assessment service, I found my therapist, Mei Yi, a counselling psychologist at Clarity Singapore who became my first bridge into the mental health community.

 [READ MORE](#)



# Clarity in the Spotlight

## Catholic SG Radio



### Mental Health and Self-Care – Supporting Members of our Community



## CNA938



### Perinatal Disorders are not Character Flaws or Weaknesses



In the CNA938 radio interview, Joyce Charley, Senior Mental Health Counsellor at Clarity highlighted the crucial message that mothers, known for their selfless commitment to their children, should prioritize their mental health. Emphasizing the importance of recognizing that self-care is not selfish but an essential necessity, she underscored the significance of seeking professional help.





# Charting forward

## Our Commitment

In our steadfast pursuit of our mission, we focus on rebuilding lives and renewing hope in mental health. Our intervention team will continue to serve the community through professional support and resources, offering enhanced support in specialised areas of OCD and maternal mental health.

## Programme Plans

An increased focus on BRAVE - psycho-spiritual programmes tailored for the Catholic community - underscores our commitment to advancing a holistic approach on mental health and spiritual well-being. We aim to increase our impact by collaborating with Catholic organisations to reach a wider community and raise mental health literacy.

## Fundraising Plans

Our flagship annual fundraising campaign serves as a beacon of hope for greater public understanding, as we raise essential funds to sustain our work. Other campaigns such as Lent, Christmas and World Mental Health Day leverage the spirit of giving that champions mental health.

The funds raised will go towards governance and administrative costs, as well as expenses for charity activities, which encompass programmes and event costs.



# Financial Summary

## Statement of financial activities for the financial year ended 30 September 2023.

	Unrestricted Funds	Restricted Funds	Total Funds
	S\$	S\$	S\$
<b>2023 INCOME</b>			
Income from generating funds	377,850	1,676,789	2,054,639
Income from charitable activities	3,888	135,937	139,825
Other income	60,598	0	60,598
<b>TOTAL INCOME</b>	<b>442,336</b>	<b>1,812,726</b>	<b>2,255,062</b>
<b>LESS: EXPENDITURE</b>			
Cost of charitable activities	128,538	1,198,957	1,327,495
Governance and other administrative cost	372,929	170,498	543,427
<b>TOTAL EXPENDITURE</b>	<b>501,467</b>	<b>1,369,455</b>	<b>1,870,922</b>
<b>(DEFICIT)/ SURPLUS FOR THE FINANCIAL YEAR</b>	<b>(59,131)</b>	<b>443,271</b>	<b>384,140</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.	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	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.	1.1.7	Complied
	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.		
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	The charity discloses in its annual report —	8.2	Complied
	(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”)		No
25	No governing board member is involved in setting his own remuneration.	2.2	Complied
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.	8.3	Complied
	OR  The charity discloses that no governing board member is remunerated.  Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report —	8.4	Complied
	(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.		
	OR  The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.		-
29	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;	8.5	Complied
	(b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR 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.		
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

Our accomplishments are outcomes of the tremendous support received from various partners and organisations. Their unwavering dedication enables us to expand our impact to more communities, reaching even more vulnerable persons within our communities. It is through these meaningful collaborations that Clarity Singapore continues to make a substantial impact in the lives of those we serve.

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

### Programme Partners:



# Acknowledgements

## Donors and Fundraisers

Clarity Singapore extends our gratitude to all donors, fundraisers and dedicated supporters for your kind contributions. The growing recognition of the importance of mental health is truly encouraging, enabling our charity mission to better serve the changing needs of the mental health community. Your vital support is shaping a society that values our psychological wellbeing!

Les Amis Group

Olam Holdings Pte Ltd

Greenpath Holdings Pte Ltd

Singapore Golf Association

Temptations Bakery Pte Ltd

Vertex China Management Pte Ltd

Ms Agnes Ching

Mr Christopher Tan

Mr Ford Erik Eugene

Mr Hou Lee

Mr Jason Sim

Ms Joey Goh

Mr Ian de Vaz

Mr Kelvin Chng

Mr Michael Sim

Mr Nicholas Joo

Mr Philip Lim Feng

Ms SA Lim

Mr Sang Han

Ms Serena Koh Bao Ru

Mr Stuart Ong

Mr Peter Lam

# LIVES EMPOWERED

WHEN WE INSPIRE HOPE.



*Be a Positive Change!*



@ClaritySG





## PARTNER with us

- ▶ Corporate sponsorship will enable us to providing essential therapy services and resources for individuals affected by mental health conditions. Partner with us to customise workshops to promote your employees' wellbeing.
- ▶ Explore collaboration opportunities to educate your community and church members, encouraging long-term mental wellbeing and circle of support.

## GIFT to Impact Lives

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

## ADVOCATE for Mental Health

- ▶ Advocacy can be exemplified in many ways such as sharing our educational resources with your friends and family. Share our initiatives and complimentary workshops on your socials to build a supportive and informed community.





## YISHUN

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