Ascending Hope Community Services Ltd

CREATING GREATER IMPACT TOGETHER

Annual Report 2024





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ABOUT US



VISION

A caring community where **HOPE** brings people together to find strength, purpose, and belonging.



- To support recovery from addiction through compassionate care, intervention, and hopedriven pathways.
- To enhance seniors' wellbeing with accessible care, dignity, and meaningful community support.
- To empower families and youth with guidance, resources, and programs that build resilience.



Humanity Openness Purpose Empowerment

OBJECTIVES

Believing in doing good in the To reach out communitu. the vulnerable groups and those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantages to help them reintegrate into society.

To set up support groups, to help alongside gamblers in recovery from their addictions, re-integrate them into society and rebuilding family relationships, as well as for the single mother to provide support, guidance and help.

ABOUT US

Ascending Hope ("short name") was incorporated as a Public Company Limited by Guarantee in 25th August 2016.

Ascending Hope ("short name") is an exempt charity.

Ascending Hope was registered as a charity under the Charities Act (Chapter 37) since 11/04/2018.

Ascending Hope has been accorded IPC (Institution of a Public Character) status from 09/04/2021 to 08/04/2026.
Ascending Hope has Constitution or Rules and Regulations as its governing instrument.

Unique Registration Number (UEN): 201623215C

Registered Address

37 Jalan Pemimpin, #07-03 Mapex Building Singapore 577177

Auditor

Tan, Chan & Partners
Chartered Accountants Singapore

Banker

Oversea-Chinese Banking Corporation Limited (OCBC Bank)

MESSAGE FROM CHAIRMAN

Expanding Our Reach, Creating Impact Together

This year has been one of continued growth and immense impact. As we reflect on our achievements, I am proud to share how we have strengthened our commitment to being a mission-oriented and people-focused organisation.

Our unwavering dedication to improving lives has propelled us to expand our outreach programmes, deepen our impact, and enhance the services we provide. From supporting more elderly individuals and low-income families to making strides in gambling addiction recovery, we have continued to transform lives

As we move forward, we express our deepest gratitude to our outgoing board member Timothy Sim, whose dedication and leadership have been instrumental in shaping our organisation. His contributions have laid a strong foundation for our future, and we sincerely appreciate his service. At the same time, we warmly welcome our new board member, Serene Soh, who bring fresh perspectives and expertise in risk and governance that will guide us into the next phase of our journey. The new Board will be pivotal in driving growth, innovation, and strategic expansion.

Growth and impact remain a central theme for our organisation. This year, we have successfully launched Makan Circles, new Food For Hope branding, and forged a new partnership with Bishan Community Club. Our community-driven approach continues to inspire positive change, ensuring that those who need support can access the resources required to enhance their lives. Our new Hopeline services embraced new technology, improving accessibility and responsiveness for those in need of immediate support.

As we look to the future, we remain focused on our mission in creating a society where every individual, regardless of their circumstances, can find hope and support. Our success would not be possible without the generosity of our donors, the tireless efforts of our volunteers, and the

dedication of our staff. Your contributions form the backbone of our organisation, enabling us to expand our reach and impact.

Thank you for your unwavering support and belief in our mission. Together, we will continue to make a difference in the lives of those who need us most.

Stanley Poh
Chairman



MESSAGE FROM EXECUTIVE DIRECTOR

Heroes For Hope – Uniting Hearts for a Caring Community

I am deeply grateful for the unwavering support from our dedicated staff, board members, volunteers, and community partners. Your commitment has helped us to reach out to more beneficiaries.

Over the past year, we have made significant improvements to our operations, refined programme delivery, and strengthening peer support groups. These enhancements have allowed us to provide more effective and sustainable services to those in need.

We have expanded our corporate social responsibility (CSR) partnerships, enabling more people to take part in volunteerism and community-driven initiatives. By forging new collaborations, we extend our reach and make a greater impact on those who depend on our services. Furthermore, we are excited to embark on fresh community partnerships that will allow us to address emerging needs more effectively.

This year marks a transformation for some of our key initiatives. A new brand for Food For Hope to enhance its identity and reach. The brand rationale centers on the belief that food is more than just sustenance; it's a means for conveying kindness, hope, and care within the community.

kindness, hope, and

Eva NgExecutive Director

For gambler recovery service, we have introduced 'Hope Buddies', to provide confidential and support services alongside Hopeline.

We also took time to honour the people who have made our journey possible. Our Heroes For Hope are our donors, volunteers, and partners who have generously given their time and resources to uplift our communities. We were thrilled to celebrate and commemorate their invaluable contributions together at the annual appreciation dinner.

One of our key focuses in the coming year is deepening and strengthening volunteer engagement. Volunteers are the heartbeat of our organisation, and we are committed to creating more opportunities for meaningful involvement. Through increased training, support, and recognition, we aim to empower and retain our volunteers, ensuring they feel valued and connected to our mission.

The year ahead holds great promise, and I am confident that with your continued support, we will elevate our mission to even greater heights. Thank you for believing in the work we do and for standing with us as we build a future filled with hope and opportunity for all.

LEADERSHIP BOARD

BOARD OF DIRECTORS

Name	Current Charity Board Appointment	Director since
Mr. Stanley Poh	Chairman	23 March 2018
Reverend Sophia Tan	Vice-Chairman	2 December 2019
Mr. Albert Lau	Treasurer	6 November 2023
Ms. Serene Soh	Secretary	20 November 2024
Ms. Calin Tan	Member	6 November 2023

BOARD COMMITTEES

Finance Committee

Albert Lau (Chair) Stanley Poh

Audit Committee

Serene Soh (Chair) Reverend Sophia Tan

Fundraising Committee

Calin Tan (Chair) Alvin Ho Joanne Ong

Nominating and HR Committee

Serene Soh (Chair) Stanley Poh Albert Lau

Program and Services Committee

Stanley Poh (Chair of Senior Care and Family Support) Reverend Sophia Tan (Chair of Gamblers' Recovery Support) Alvin Ho Joanne Ong

MANAGEMENT TEAM

Executive Director

Eva Na

Chief Financial Officer

Reverend Deborah Queck

Head of Counselling

Reverend Richard Seah



MILESTONES

2016

- Establishment
- Cambler's Recovery Centre



- Collaboration with Whampoa CDWF (community partner)
- Routine haircuts
 - Partner with corporate stylists
- First Charity Dinner



2019

- Training of volunteers to do haircuts
- Extended services to other social service agencies
 - Lee Ah Mooi, KWSH:
 Decluttering, Cleaning,
 Refurbishment, Befriending for Whampoa)
- Tuition for low income families (GRS) and from the community



2021

- IPC Status
- Food For Hope
- Liveable Home Project
- Gracehaven (free haircuts for residents)
- Start of Digitalisation (Implemented Client Management System and Human Resource Management System)



MILESTONES

2022

- Implemented Donor Management System
- Weekly Distribution of packed lunches for elderly in rental flats (Whampoa)



2023

- Weekly Distribution & Befriending of the Elderly in Toa Payoh
- Awarded for People's Association Community Spirit Excellence Award
 2023
- Establishment of GraceHaven Mamashop



2024

- Hopeline Singapore first omnichannel service line for problem gambling
- Food For Hope Makan Circle
- Haircut Services Mentor Scheme
- Inaugural Volunteer workshop

New community partners & Collaborations:

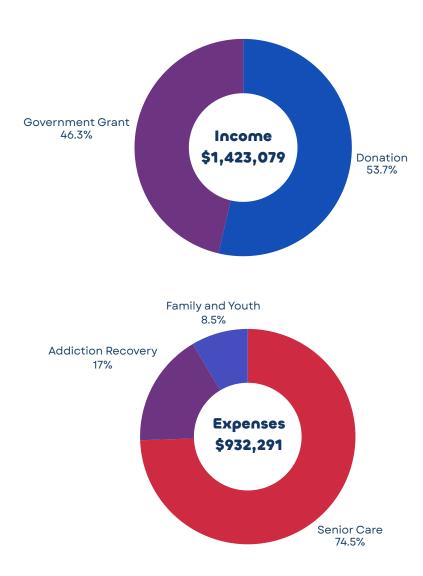
- Whampoa Family Service Centre
- Temasek Polytechnic, School of Business
- Bishan Community Club





FINANCIAL REPORT

Summary of Financial Performance



In 2024, our total income amounted to \$1,423,079, comprising donations (\$763,698), government grants (\$659,141), and programme fees (\$240). Donations remain our largest income stream, reflecting the generosity and trust of our community of supporters.

Our total expenditure stood at \$932,291, directed towards delivering impactful services across our core areas: Senior Care (\$694,180), Addiction Recovery (\$158,396), and Family and Youth services (\$79,714). The bulk of our spending was allocated to Senior Care, underscoring our ongoing commitment to support the aging population.

This year, we recorded a net surplus of \$490,789, which strengthens our financial sustainability and enables us to invest in future programme enhancements and outreach.

PROGRAMMES

Empowering Lives Through Meaningful Programmes



PROGRAMMES CAMBLERS RECOVERY SUPPORT

Ascending Hope Community Services has remained steadfast in our mission to address gambling addiction in Singapore. With unwavering dedication, enduring success of our weekly Camblers' Recovery Support Group.

HOPELINE - A NEW INITIATIVE FOR PROBLEM CAMBLING RECOVERY

Ascending Hope launched its new Hopeline service in August 2024, dedicated to assisting individuals struggling with problem gambling and financial distress. This initiative was preceded by a design thinking workshop in March 2024, which helped map out user profiles to tailor the service effectively. Hopeline is a multi-channel service featuring automated service options and caller recognition to offer more impactful assistance. It is staffed by "Hope Buddies," trained individuals who answer calls and provide support.





PROGRAMMES GAMBLERS RECOVERY SUPPORT

NEW PARTNERSHIPS - COMMUNITY PARTNERS

In 2024, Ascending Hope laid the groundwork for a meaningful partnership with community partners, such as Family Service Centre. This new collaboration marks an important step in expanding our outreach to underserved communities within the community.

While the partnership is at its early stage, it reflects our shared commitment to supporting families and individuals in need through community-based care. We look forward to building a strong working relationship that will enhance our collective capacity to provide specialised assistance to individuals struggling with gambling-related challenges. Our joint efforts will ensure that those affected receive the necessary guidance, resources, and emotional support to regain control and rebuild their lives.

We collaborated with Bishan Community Club for our inaugural gambling awareness roadshow during live English Premier League (EPL) soccer screenings. This innovative approach marks our first participation in such an awareness showcase, strategically leveraging sports event viewership to reach potential audiences and promote responsible gambling education. This is a targeted outreach strategy that connects with a demographic potentially vulnerable to sports betting. The roadshow was an innovative method of community engagement, direct contact in an entertainment setting.





PROGRAMMES GAMBLERS RECOVERY SUPPORT



NEW PARTNERSHIPS - TEMASEK POLYTECHNIC, SCHOOL OF BUSINESS

Ascending Hope worked with third-year marketing students on their final year project to develop marketing campaigns for the Hopeline service. Five teams presented their ideas and concepts, focusing on strategies to target the 18-25 age group.

This collaboration provided significant value to Ascending Hope by:

- Leveraging fresh perspectives from young marketers
- Caining insights into effective outreach strategies for younger demographics
- Obtaining research-backed proposals tailored to the target age group

The students' efforts resulted in commendable and impressive proposals. In recognition of their valuable contributions, Ascending Hope awarded certificates of appreciation to the participating students.

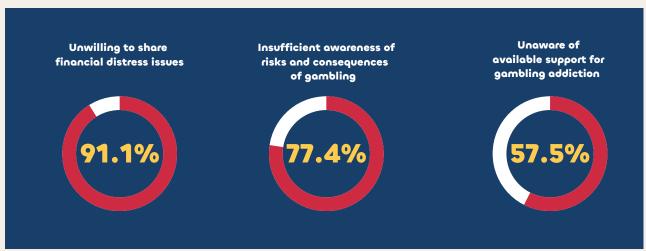


Our volunteers sharing knowledge with the students.

This partnership not only benefited Ascending Hope's marketing efforts for Hopeline but also provided the students with real-world experience in developing marketing strategies for a social service organisation.

SURVEY INSIGHTS TEMASEK POLYTECHNIC, SCHOOL OF BUSINESS COLLABORATION







PROGRAMMES GAMBLERS RECOVERY SUPPORT

SUCCESS STORIES

To inspire hope and transformation, we documented powerful success stories through videos, showcasing the resilience of those who have overcome addiction. These stories serve as a beacon of hope for new clients, reminding them that recovery is possible.



"My Son Was A Gambler. No More."

"My son needed help for gambling addiction.
Paying his debts was not the solution. Tackle th...



"I Cleared My Debts."

"My marriage was affected because of gambling.
Ascending Hope helped me overcome debt...



"No Way Out. Trapped."

"Burdened with debts, there was no solution, no way out. I wanted to end my life."



COUNSELLING AND EMOTIONAL SUPPORT

To further enhance the support for our clients, we introduced a mandatory three-session counselling programme with our qualified counsellor. This initiative enables us to address psychological challenges more effectively, ensuring a comprehensive approach to recovery.

As we reflect on this year of growth, we celebrate the resilience, courage, and transformation of those we serve. Together with our partners, we are building a brighter, addiction-free future for our community. Let us move forward with renewed passion and purpose—together, we are making a difference!

A meaningful one-on-one session with a client tackling some tough debt and gambling challenges.

PROGRAMMES GAMBLERS RECOVERY SUPPORT

PEER SUPPORT GROUP

We continue to host our weekly Peer Support Group every Tuesday from 7:30 PM to 9:30 PM, providing a safe space for seekers on their recovery journey. Through shared experiences, discussions on addiction-related challenges, and insights into potential pitfalls, we foster mutual support and guidance to navigate the path toward healing.



We're all in this together!



Our discussions are always a safe space for sharing and healing.



Who says support groups can't be fun? We're breaking the ice with some awesome games!



Lesson during our peer support group. It is all about connection and understanding.

Our flagship food distribution initiative that started as a community project for recovering gamblers has expanded in 2024 with a new branding and initiative.

NEW BRANDING TO STRENGTHEN OUR INITIATIVE

In 2024, Food For Hope embarked on a rebranding initiative aimed at enhancing our service identity and deepening community engagement. As part of this transformation, we introduced two key concepts: "Community. Conversations. Connections" and "Chat and Check." These concepts are designed to align with our brand's mission and drive our marketing and communication strategy.

This strategic rebranding not only enhances our visibility but also presents a more professional image, ultimately increasing awareness of our initiatives. By focusing on meaningful interactions and fostering connections within the community, we aim to create a supportive environment that uplifts those we serve.





NEW INITIATIVE - MAKAN CIRCLE

Building Fellowship Through Shared Meals

In 2024, Makan Circles were successfully launched in Bishan and Whampoa. A new initiative that encourages isolated seniors to step out of their homes, make new friends, and receive social support. Festive seasons such as Chinese New Year gathering offers the opportunity to create moments of joy and warmth. The inaugural event was successfully launched at Bishan Wellness Hub, located at Block 144 Bishan Street 11. It was an honour that Mr Chong Kee Hiong, MP for Bishan-Toa Payoh GRC (Bishan East-Sin Ming), came by to support us. The event is made possible with the support of community partner, Sylvia Loh, Grassroot Leader from Bishan East Sin Ming, corporate partners - Four Seasons Catering for sponsoring the buffet lunch, Kelvin Sng Productions, Engel Koh (@engelkoh) and Bread Garden sponsored the CNY cookies. We are heartened at the turnout and inspired to serve more seniors.



Celebrating Chinese New Year with seniors from Whampoa.





Programmes and games to keep the seniors entertained at Makan Circle in Bishan and Whampoa. 'Loh Hei' was one of the highlights.

FOOD RATION DISTRIBUTION

Food For Hope extends aid to over 450 low-income families and isolated seniors, ensuring they receive essential food rations to meet their basic dietary needs. Beyond sustenance, food serves as a symbol of care, encouragement, and community support, reinforcing our belief that no one should feel forgotten or alone. In 2024, 73,250 items being distributed, include food ration items and household essentials such as shower gel, toilet paper and detergents.



Communities Served: Sin Ming, Toa Payoh, Whampoa











LUNCH VISITATIONS

In 2024, our Toa Payoh outreach grew from 30 beneficiaries to 105. Making a total of over 200 lunch visitations weekly. Our hawker partners and volunteers have been key in the success of this initiative. We are grateful for their unwavering support and commitment. We continue with our effort to expand a staple pool of volunteers so that our beneficiaries and volunteers can build connections over 'chat and check'.

Communities Served: Toa Payoh, Whampoa









Caifan with vegetables and protein for a nutritious meal. Our volunteers at Whampoa lunch visitations.







Lunch visitation at Toa Payoh. Happy seniors getting their lunch packs. $$\operatorname{21}$$

BREAD DISTRIBUTION @WHAMPOA

Our first food distribution project with Whampoa Community Development and Welfare Fund (CDWF) continues to benefit residents of Whampoa weekly. Held on every Tuesday, many residents have come to know us and stop by for chats as they collect the bread.

Communities Served: Whampoa











Serving up smiles and fresh bread! Our awesome volunteer is making a difference one loaf at a time. Our amazing team of volunteers who make the weekly bread distribution possible!

Together, we're spreading love and filling bellies.

Just a little moment of kindness! Our volunteer is helping a resident fill their bag with bread. It's all about sharing and caring!

Special Project

On 12 June, 2024, we had a special food & stationery distribution at Sembawang to 25 children from Comlink family.



CORPORATE SOCIAL RESPONSIBILITY (CSR) ENGAGEMENT

Our CSR partnerships started in 2024, launched successful events with 10 partners in the same year. These collaborations involve corporations that sponsor events, contribute essential food items, and engage employees in volunteering activities. In 2024, there were 1,107 corporate volunteer participation hours clocked, further strengthening corporate-community ties.















Service Enhancements & Community Feedback

We continually refine our services based on beneficiary feedback. A new food preference survey was introduced after each ration event, allowing beneficiaries to vote for their preferred items. This practice has led to the inclusion of new food products and essential household items, ensuring that our support remains relevant and impactful.



PROGRAMMES SENIOR CARE SERVICES

In 2024, our senior care initiatives continued to expand, enhancing care and support for seniors in meaningful ways.



NEW PARTNERSHIP BISHAN COMMUNITY CLUB

We also expanded our services to Bishan, integrating free haircuts with Bishan Community Club's food rescue initiative. By offering haircut services while beneficiaries wait for food collection, we use the waiting time to offer an additional service, whereby the seniors get a new look and our community partner is able to deepen community relations. This collaboration has been a great success, and we are looking to replicate this model for future partnerships.

Frequency: Monthly



PROGRAMMES SENIOR CARE SERVICES

NEW PROGRAMME HAIRCUT SERVICES MENTOR SCHEME

We strengthened our partnership with X'pect Studio Hair Salon by introducing a Mentor Scheme to train volunteer stylists, increasing the ability to serve more elderly residents. This provides opportunities for junior stylists to learn from experienced mentors and develop valuable social skills as well.



PROGRAMMES FAMILY SUPPORT

Our Family Support initiatives continued to make a meaningful impact in the community, providing essential educational and emotional support to families in need.

FAMILY COUNSELLING AND SUPPORT

We strengthened our Family Counselling Services by onboarding a practicum counsellor from James Cook University. This initiative provides professional individual and family counselling, addressing emotional and psychological well-being within the community. Through these efforts, we continue to nurture resilience, provide opportunities, and support families in overcoming challenges, ensuring a stronger and more connected community.





Our facilitator is here to support and uplift those who seek guidance. Pastor Richard leading a family counselling session.

FREE TUITION

The Tuition Programme offers free tutoring services to underprivileged students, led by experienced tutors dedicated to bridging educational gaps. While we temporarily paused new intakes in 2024 to reallocate resources across our charity's initiatives, this was a strategic measure to ensure fair and effective distribution of support. Despite this pause, our existing students achieved remarkable breakthroughs, with those once considered academically at risk making significant progress and attaining commendable PSLE results. We are pleased to announce that we have reopened new student intakes for 2025, reaffirming our commitment to educational empowerment.



VOLUNTEER ENGAGEMENT

Together,
We Make a Difference



PROGRAMMES VOLUNTEER ENGAGEMENT

Volunteers are the heart of Ascending Hope Community Services, and in 2024, we focused on enhancing their engagement and strengthening their connection with both beneficiaries and the community.

To improve volunteer experiences, we gathered feedback during our inaugural Volunteer Workshop, allowing us to refine our approach and create more meaningful interactions between volunteers and beneficiaries. These insights have helped shape better engagement strategies, ensuring that volunteers feel valued and empowered in their roles.

A key highlight of the year was our Family Day at Botanic Gardens, where volunteers and their families gathered to connect, celebrate, and gain deeper insights into the impact of their contributions through shared meals and interactive games. This meaningful event fostered a sense of belonging, encouraged family participation, and strengthened our volunteer community.

Through these efforts, we continue to build a supportive and engaged volunteer community, reinforcing our shared mission of service, compassion, and hope.









FUND RAISING

Supporting Our Mission, One Donation at a Time



Rice

help

ices

Cai Fan – Economical Rice, x5 meals for the...

We will be gifting the elderly 5 meals. Your \$20 donation will help ensure that their tables are not empty during mealtimes. Thank...

Ascending Hope Community Services

S\$20

BUY THIS



Caifan with otah

We will be gifting the elderly caifan with their favorite otah once a month for 12 months. Your \$48 donation will fill seniors' tables...

Ascending Hope Community Services

S\$48

BUY THIS



Qua for 1

We w pack 12 ma

Ascen

S\$60

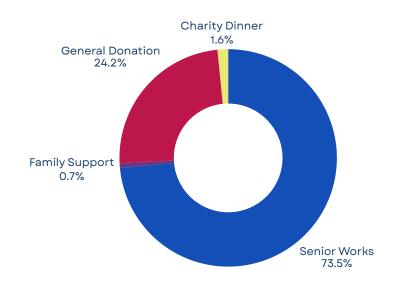


FUND RAISING OVERVIEW

In 2024, Ascending Hope Community Services expanded its fundraising efforts to sustain and enhance our community programmes, ensuring continued support for vulnerable individuals and families

Through initiatives like Food For Hope: Donate a Cai Fan meal, we raised funds through cash donation to purchase meals, reinforcing the importance of food as a means of care and connection. Education For Hope focused on supporting educational programmes for underprivileged students, equipping them with the resources and opportunities needed to succeed. Meanwhile, Carepack For Hope provided essential care packs containing food, hygiene products, and daily necessities to those in need.

In addition to community-driven fundraising, we secured grants that played a vital role in sustaining our initiatives. These collective efforts have strengthened our ability to serve, ensuring that help reaches those who need it most while fostering a strong spirit of giving and support within the community.



Ascending Hope fulfilled the 30/70 rule of fundraising efficiency with ratio below 30%.

APPRECIATION AND ACKNOWLEDGEMENT

Honouring Those Who Help Us Rise



ASCENDING HOPE APPRECIATION DINNER 2024

The Ascending Hope Appreciation Dinner 2024 was a heartfelt celebration of the dedication and generosity of our community. This year, we chose to focus on honouring the hard work and commitment of our volunteers, rather than using the event as a platform to canvas for donations.

What a night! Our founders Reverend Richard and Reverend Deborah, along with our Special Guest, Mr. Heng Chee How (Senior Minister of State for Ministry of Defence), had a blast during the game at the annual dinner!





As we reflect on the past year, we are inspired by the collective efforts of our volunteers, families, community partners, and donors. Together, we have made significant strides in fulfilling our mission, and we look forward to the continued journey ahead.



ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

Doing Good, the Right Way



LIVING OUR VALUES THROUGH PEOPLE-CENTRED PRACTICES AND SUSTAINABLE ACTION

At Ascending Hope, we believe that purpose-driven work must be matched by responsible and inclusive practices. Our ESG commitment is not just about meeting standards—it's about setting them with empathy, equity, and long-term impact in mind.

ENVIRONMENTAL AWARENESS THROUGH EVERYDAY ACTIONS

While our core work is centred on people, we also recognise our responsibility to care for the planet.

- We have reduced our environmental footprint by minimising paper use and adopting digital documentation and communication across all departments.
- Flexible work arrangements have led to less commuting and lower resource usage, aligning with our goal of responsible operations.
- We encourage senior beneficiaries to bring their own trolleys when receiving food ration, helping to reduce reliance on plastic bags and foster sustainable habits.
- We actively promote mindful consumption by reminding beneficiaries to take only what they need, reducing food waste and ensuring fair distribution for all.

SOCIAL RESPONSIBILITY IN PRACTICE

Guided by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), we have adopted progressive employment strategies that reflect our values of inclusivity and flexibility.

1. FLEXIBLE WORK ARRANGEMENTS (FWA)

We are proud to support a work culture that values results over location. Under TAFEP's Tripartite Standards, we have implemented hybrid and remote work options that:

- Empower staff to work from anywhere, supported by secure digital tools.
- Encourage work-life harmony, productivity, and mental well-being.
- Reduce the need for physical office space, indirectly supporting sustainability goals.

2. AGE-FRIENDLY WORKPLACE

In line with our belief that experience is a strength, we actively:

- Hire employees aged 60 and above, recognising their invaluable contributions.
- Provide upskilling opportunities and ongoing support to ensure they thrive in a changing work environment.
- Create a workplace that celebrates intergenerational collaboration and inclusive growth.

Volunteers are the backbone of Ascending Hope's mission. Beyond their contributions, we view them as partners in creating lasting impact. To further care for those who give their time and hearts, we introduced a Volunteer Special Welfare Scheme to support volunteers facing personal challenges.

As the enabler in the community, Ascending Hope empowers beneficiaries not only through support but also by equipping them to become volunteers themselves—fostering dignity, purpose, and community ownership. This reflects our belief in a compassionate, two-way model of service—uplifting both those who give and those who receive.

LIVING OUR VALUES THROUGH PEOPLE-CENTRED PRACTICES AND SUSTAINABLE ACTION

GOVERNANCE WITH INTEGRITY

Ascending Hope is committed to strong governance practices that uphold transparency, accountability, and ethical leadership. Our governance framework ensures that decision-making processes are guided by integrity, regulatory compliance, and sound risk management. We maintain clear policies across key areas including conflict of interest, whistleblowing, finance, data protection, and anti-money laundering to promote trust and safeguard our mission.

The Board plays an active role in providing strategic oversight, ensuring that our operations remain aligned with our values and in full compliance with legal and regulatory standards. Recognising the importance of diverse and well-rounded leadership, we continuously review the Board's composition, identify skill gaps, and seek out suitable expertise to enhance our governance capabilities and support long-term sustainability.

By embedding ESG principles into our governance structure, we strive to build a resilient and responsible organisation that delivers value to our stakeholders and community.

Ascending Hope is in compliance with the **Code of Governance for Charities** and **IPCs**. Our Governance Evaluation Checklist for the period of 1 January 2024 to 31 December 2024 can be viewed via the Charity Portal at www.charities.gov.sg.

Role of the Governing Board

The Board **provides clear strategic direction** by establishing long-term priorities that align with Ascending Hope's core values and the evolving needs of the communities it serves. This ensures that all programmes and initiatives remain relevant and impactful.

It exercises thorough **oversight of the charity's programmes and objectives**, regularly reviewing their effectiveness and ensuring that resources are allocated efficiently to maximise outcomes. The Board promotes a culture of innovation and continuous improvement to strengthen the charity's impact. The Board **mandates strict financial discipline** and **embeds sustainability** as a non-negotiable principle across all operations, ensuring that every initiative is grounded in fiscal responsibility and long-term viability.

Through sound governance practices, the Board upholds transparency, accountability, and ethical integrity. It proactively **manages risks and ensures full compliance with legal and regulatory requirements**. This stewardship safeguards Ascending Hope's reputation and supports its sustainable growth toward fulfilling its vision and mission.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In particular, the Treasurer or Financial Committee Chairman (or equivalent) has a term limit of four years.

Board Meetings and Attendance

A total of three Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

Name of Board Members	Attendance
Mr Stanley Poh	4 out of 4 meetings
Reverend Sophia Tan	3 out of 4 meetings
Mr Albert Lau	4 out of 4 meeting
Ms Serene Soh	1 out of 1 meetings
Ms Calin Tan	3 out of 4 meetings

Board Committees

Finance Committee	The Finance Committee oversees the financial management and reporting of the organisation, and ensures the organisation's financial health and sustainability.
Audit Committee	The Audit Committee facilitates the external and internal audit of the organisation for the Board to obtain independent information about our organisation's activities.
Nominating and HR Committee	The Nominating and Human Resource Committee the nomination, recruitment, and appointment process for board members and key executives, and ensures the organization has a diverse, skilled, and effective leadership team. The committee also provide oversight of the organisation's human resources policies and strategies, and ensures the organisation is aligned with best practices for employee development and engagement.
Programme & Services Committee	The Programme and Services Committee oversees new programme development, monitor and assess outcomes of existing programmes are in line with the vision, mission and objectives of the organisation; The committee also guide development of service delivery mechanisms and programme evaluations.
Fund-raising Committee	The Fund-raising Committee's task is not simply to raise money. Instead, it is responsible for overseeing the organisation's overall fund-raising and, in particular, the fund-raising done by the Board.

Disclosure of remuneration and Benefits Received by Board Members

No Board Members were remunerated for their Board services within the financial year.

Disclosure of Remuneration of Three Highest Paying Staff

Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000: None of the charity's staff receives more than \$100,000 in annual remuneration each.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Conflict of Interest Policy

To uphold transparency and trust, this policy outlines the process for identifying, declaring, and managing potential or actual conflicts of interest among board members, staff, and volunteers.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Whistle-blowing Policy

Ascending Hope encourages the responsible reporting of suspected misconduct or unethical behavior. This policy ensures that whistleblowers are protected and that concerns are addressed promptly and confidentially.

Anti-Money Laundering Policy

Our charity adheres strictly to the Anti-Money Laundering and Countering the Financing of Terrorism guidelines set forth by the Commissioner of Charities. We prioritise transparency and integrity in all our financial transactions to ensure accountability and trust within our organisation and the broader community.

Internal PDPA Policy

Designed for operational use, the Internal PDPA Policy provides practical guidance to staff on handling personal data in line with Singapore's Personal Data Protection Act, reinforcing our culture of accountability and care.

Finance and Internal Control Policy

Sound financial management underpins our accountability. This policy sets out the principles and procedures for budgeting, financial reporting, internal controls, and risk management to safeguard our assets and ensure transparency.

Reserve Policy

To maintain financial stability and sustainability, this policy defines the purpose, management, and use of reserves. It ensures resources are available for future needs and unforeseen circumstances.

Human Resource Policy

Our HR policy provides a structured framework for fair and consistent employment practices, including recruitment, performance management, staff development, and workplace conduct. It is aligned with the Ministry of Manpower (MOM) regulations and Tripartite Guidelines to ensure compliance, fairness, and the well-being of all employees.

Volunteer Management Policy

We are committed to engaging volunteers in a structured, meaningful, and rewarding way. This policy guides the recruitment, training, support, and recognition of volunteers, ensuring their contributions align with Ascending Hope's mission and values.

Fund Raising Policy

We uphold the highest standards of integrity in all fundraising efforts. This policy governs donor engagement, communications, and stewardship to ensure ethical practices and regulatory compliance.

Governance Evaluation Checklist

Principle 1: The charity serves its mission and achieves its objectives.

1	Clearly state the charitable purposes and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.	1.4	Yes

Principle 2: The charity has an effective Board and Management.

5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).	2.6	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes

13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being reappointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or relected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes

Principle 3: The charity acts responsibly, fairly and with integrity.

15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.	3.2	Yes
	a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.		
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESC factors when conducting the charity's activities.	3.5	Yes

Principle 4: The charity is well-managed and plans for the future.

21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.10	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes

25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes

Principle 5: The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, CEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.60	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes

Principle 6: The charity communicates actively to instil public confidence.

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

MOVING FORWARD

Advancing with Purpose: A Vision for Tomorrow

At Ascending Hope, every step we take is rooted in the belief that change is possible—and that together, we can build a future filled with dignity, opportunity, and healing.

As we reflect on the progress made this year, we also recognise that our work is far from over. The needs of the communities we serve continue to evolve, and so must we. Moving forward, we remain deeply committed to expanding our reach, deepening our impact, and lifting more lives with care, compassion, and resilience.

Our path ahead will focus on:

Strengthening Support SYSTEM

We aim to enhance the programs and services that provide critical relief and long-term recovery to those facing hardship.

Empowering Our PEOPLE for Social Impact

By developing our human resources, we are equipping ourselves to respond to social needs with greater effectiveness, agility, and lasting impact.

Responsive ENGAGEMENT

We will actively listen and seek feedback, refining our strategies to ensure our work achieves the outcomes our communities need and desire.

Forging Strategic PARTNERSHIP

Collaboration remains key to our mission. We will pursue partnerships that align with our values and magnify the impact we seek to create.

We are moving forward with hope—not as an abstract ideal, but as a tangible force for transformation. With the steadfast support of our donors, partners, and community, we will continue to rise to meet the moment.

SUPPORT US

Be a part of our mission in helping the underprivileged by inspiring and empowering others



SIGN UP AS A VOLUNTEER

You may choose to be a volunteer and undertake these following roles:

- Social media
- Website development and maintenance
- Fundraising
- Community event organiser
- Adhoc event crew

MAKE A DONATION

Card Payment via Approved Fundraising Platforms • www.give.asia/charity/ascendinghope

- www.giving.sg/ascending-hope

PAYNOW

UEN 201623215C ASCENDING HOPE COMMUNITY SERVICES LTD Enter details in the reference: NRIC/FIN/UEN<SPACE>MOBILE NO.

Bank Transfer

Bank Name: OCBC Bank Swift Code: OCBCSGSGXXX

Bank Code: 7339 Branch Code: 712

Bank Address: 65 Chulia Street #01-00. OCBC Centre Singapore 049513

Account No.: 712-022169-001

Account Name: Ascending Hope Community Services Ltd Enter details in the reference: NRIC/FIN/UEN<SPACE>MOBILE NO.





ADOPT ASCENDING HOPE AS YOUR COMPANY'S CHARITY

Donate your fundraising or sales proceeds towards a worthy cause.



ASCENDING HOPE COMMUNITY SERVICES LTD

37 Jalan Pemimpin #07-03 Mapex Building Singapore 577177



www.ascendinghope.org



AscendingHopeCommunity