



**FOOTBALLPLUS**  
MORE THAN A GAME

# ANNUAL REPORT 2025

**FOOTBALL  
FOUNDATION  
FUTURE**



IN THE GAME



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# OUR VISION

Using football to help change lives and build stronger communities

# OUR MISSION

Impacting the Football, Foundation & Future of every player

# CORE VALUES

**Football** - We aim to provide the best quality footballing experience in Singapore.

**Foundation** - We develop the character and attitude of each player, giving them a firm foundation for their lives both on and off the pitch

**Future** - We invest in the lives of players and provide opportunities for growth so as to strengthen them for the future



FootballPlus was incorporated as a company limited by guarantee on 30/10/2013 and registered as a charity under the Charities Act (Chapter 37) since 06/06/2014

FootballPlus has M&AA as its governing instrument

IPC status: Since 07/08/2016 and renewed to 31/08/2026

UEN: 201329363K

Banker: DBS

Auditor: Jayce & Co

Address: 10 Lor 27A Geylang, Emmanuel House #02-01 S388107

# CHAIRMAN'S MESSAGE

At FootballPlus, our purpose remains clear; to use football as a platform to engage, mentor, and inspire young people, especially those who may not otherwise have access to positive sporting communities. We believe that the game goes beyond the pitch, creating opportunities for growth in character, resilience, and mental well-being.

The past financial year has been one of steady progress and strengthening foundations. We are grateful to share that FootballPlus has significantly strengthened its financial position, allowing us to build with greater confidence and sustainability for the future. At the same time, we have continued to deepen our Champions Unlimited programme, investing more intentionally in the development of our participants and creating meaningful touchpoints that go beyond weekly sessions. These steps mark an important phase in our journey, as we move from establishing programmes to strengthening their long-term impact.

Looking ahead, we are excited about the opportunities before us. We aim to invite more young people to be part of FootballPlus, not only as participants, but also as contributors, by strengthening partnerships with tertiary institutions and growing a new generation of coaches and mentors. We are also excited for our Stay In The Game programme, bringing structured mental wellness support to youths in the community and schools. As we step into the coming year, we do so with a renewed commitment to remain faithful to our mission, to steward our resources well, and to continue creating spaces where young lives can be shaped for the better.

On behalf of the Board, I would like to thank our partners, volunteers, and supporters for journeying with us. Your belief in this work makes all that we do possible.



**GINO POTESTA**  
**BOARD CHAIRMAN**

# HIGHLIGHTS *of the year*

## ▶▶ BUILDING FOUNDATION THROUGH FOOTBALL: VALUE-BASED FOOTBALL TRAINING

In 2025, FootballPlus players attended over 180 sessions of value-based football training. More than just developing technical skills, the sessions focused on instilling core values such as resilience, teamwork, and hard work; characters that extend into the everyday life of the young people. Week after week, players were challenged to apply the values not only as athletes but also as individuals, learning to persevere through setbacks, support one another, and give their best in every thing they do. This is the commitment of FootballPlus to shape a new generation of players through the building of strong foundation in their lives



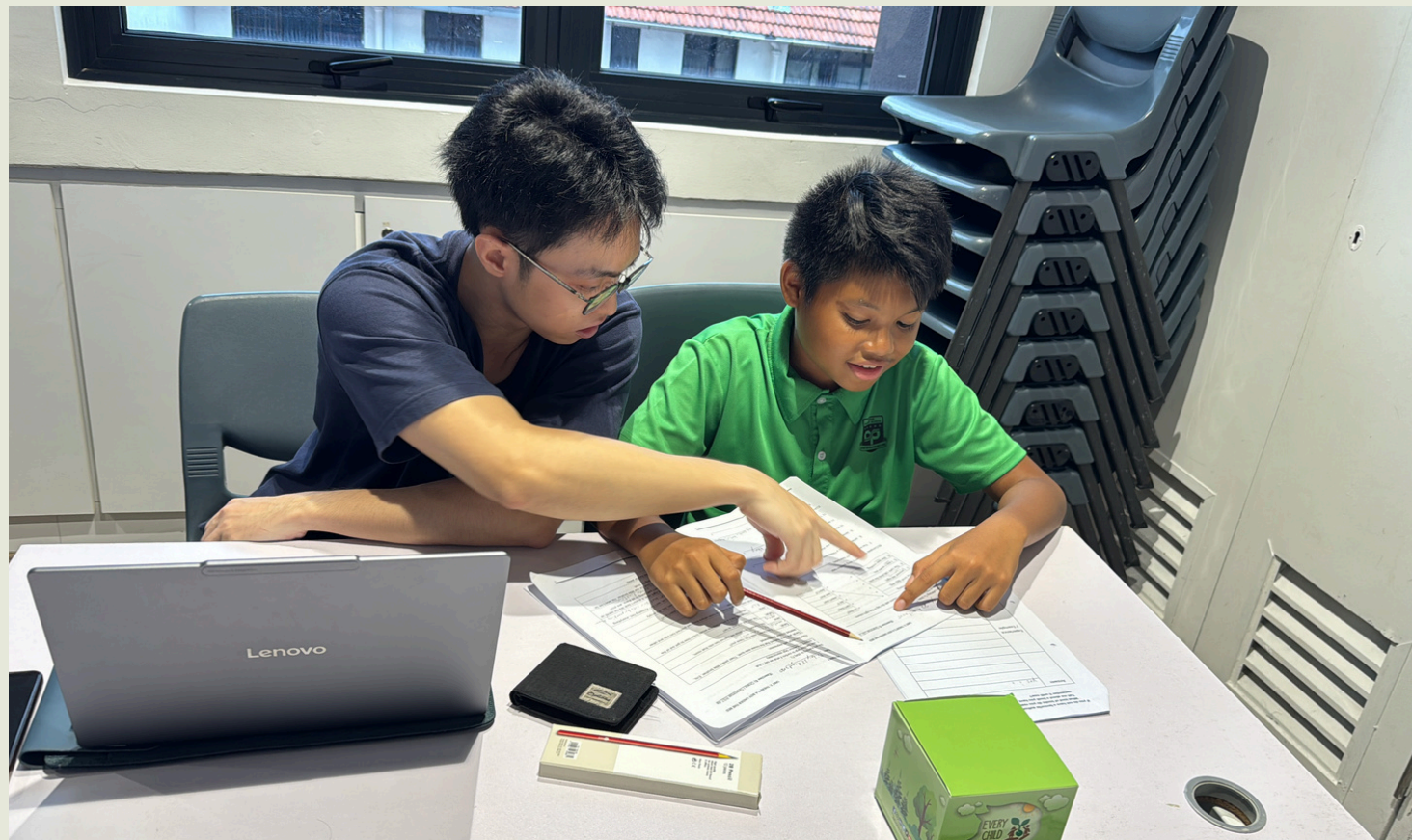
## ▶▶ SINGAPORE YOUTH LEAGUE (SYL)

Throughout the year, FootballPlus players actively competed in various football competitions, putting their skills and values to the test in real game situations. Every match, be it the hard-fought victory or a tough loss, offered valuable lessons for the players. They learned to celebrate wins with humility and face defeats with determination, using every experience as a stepping stone for growth. FootballPlus is thankful to be a part of the various competitions in 2025, that offered us valuable learning moments for the players and the coaches.

# HIGHLIGHTS *of the year*

## ▶▶ STUDY SESSIONS

FootballPlus held weekly study sessions 4 times a week for children in our Champions Unlimited programme to provide them with the academic mentoring. We are thankful for the continued partnership with National University of Singapore (NUS) and Interact Club of Sembawang (ICS) who walk alongside us in providing the academic support for our children



## ▶▶ HOLIDAY PROGRAMMES: BOUNCE, SEMBAWANG INTERACT, 5V5 COMPETITION

During the March Holidays, the children were blessed by the volunteers from NUS and was invited to Bounce Singapore for a time of fun and bonding. It was a great opportunity for the players to take a break from training and strengthen friendships beyond the field.

Volunteers from ICS also ran a programme for our Champions, teaching them about finances and smart spending through fun activities which mixed learning with fun! Our players got to try their hand at making pizzas, baking cookies and cooking fried rice.

Lastly, FootballPlus hosted the 5v5 Football competition in June at Teen Challenge for players aged 7 - 12. This marked the first step in our partnership with Teen Challenge and served as a community outreach for those living in the west. We were glad to have provided an opportunity for children in the west who were not in any league to play football.

# HIGHLIGHTS of the year

## ▶▶ COMMUNITY ENGAGEMENT

FootballPlus' involvement in the community was multifaceted - school outreaches and partnership events.

### ▶ COACHING WITH BVB DORTMUND

FootballPlus hosted BVB Evonik Academy's Coach Mo, where he conducted football clinics in schools and training for FootballPlus coaches over a span of five days. We are thankful for this partnership with BVB, as well as for the host schools Telok Kurau Primary School and South View Primary School.

### ▶ FRIENDLY GAME WITH TONG ENG CAPITAL

FootballPlus and Tong Eng Capital came together in October 2025 to play a friendly game. Tong Eng Capital were involved in supporting the Champions Unlimited programme by donating financially, allowing our Champions to enjoy the programme without any worries. They met the Champions they were supporting and the tangible impact of their donations made the friendly game so much more impactful. We look forward to future partnerships and long-lasting support from Tong Eng Capital

### ▶ ZHANG DE PRIMARY SCHOOL

FootballPlus was invited to Zhang De Primary School to share about what we do as coaches and what FootballPlus was all about. We shared about the programme we run, including Champions Unlimited, value-based football and competitions. Holisitc player development was a key pointer in our sharing as well as the various career paths as a coach. We are grateful to have had the chance to share about this industry with youths and inspiring them for the future.



# GAME CHANGER



FootballPlus and Tiger Brokers held the GameChanger Charity Cup on 6 December 2025. The GameChanger Charity Cup was a 7-a-side corporate tournament organised with the aim of raising funds for weekly football and mentorship sessions, mental wellness programmes focused on resilience and self-worth, and safe, inclusive spaces for disadvantaged youth. We are grateful to have had Mr Goh Pei Ming, Minister of State for the Ministry of Home Affairs and the Ministry of Social and Family Development as our Guest of Honor. In a bid to raise \$200,000 for FootballPlus, every donation was matched by Tiger Brokers and Tote Board.



**Minister of State  
Goh Pei Ming,**  
who graced our  
event as the  
Guest of Honour

# GAME CHANGER



TIGER  
BROKERS

BVB Evonik Football Academy  
CSR Partner – Singapore



METAWOLF  
decentralizing for a better world



Rotary  
Club of Singapore



Grinweiv



MR TAN GEOK SENG



W

CPXi Asia



MR ROBIN TAN



*“At Tiger Brokers, we believe inclusivity should not stop at financial access, it should extend to our communities too. Hosting this tournament allows us to bring people together through the universal language of football, while empowering youths to build confidence and character beyond the field.”*

*When we learned how FootballPlus uses football to mentor and guide youths toward brighter futures, it resonated deeply with our belief that opportunity should be accessible to everyone - on the field or in finance”*

**Ian Leong**  
**CEO, Tiger Brokers Singapore**

## FOOTBALLPLUS

We are deeply grateful to all our corporate partners, supporters, and guests for making our inaugural Game Changer event a meaningful success. Your presence and generosity played a vital role in bringing this initiative to life, united by a shared belief in the power of football to transform young lives.

The event was marked by an energising atmosphere of friendly competition, camaraderie, and purpose. It was more than just a morning of football; it was a gathering of like-minded individuals and organisations committed to creating opportunities for young players in our community. Through every match played and every conversation shared, we saw the spirit of partnership and collective impact at work.

Beyond the excitement on the pitch, the event successfully raised important funds to support our programmes, enabling us to continue providing access, mentorship, and development opportunities for children and youth. We are encouraged by the strong support received and look forward to building on this momentum as we grow the **Game Changer** platform in the years ahead.



# HIGHLIGHTS *of the year*

## ▶▶ E.A.T SESSION



FootballPlus' community-building initiative outside of regular training sessions called **E.A.T** (Engage, Appreciate, Togetherness). The session is structured as a shared meal aimed at strengthening relationships among players, coaches, families, volunteers, and partners within the academy.

**E.A.T** provides a conducive environment for open interaction, where individuals from diverse backgrounds, be it coaches, players or friends, can engage in meaningful conversations and share personal experiences. We appreciate and acknowledge the efforts by everyone on and off the field, cultivating a culture of respect, gratitude, and mutual support toward one another

By promoting togetherness beyond football activities, **E.A.T** supports holistic development of our community, emphasising not only athletic performance but character building as well. Our first edition saw over 60 players, parents, coaches and volunteers gathering for a time of food, fun and relationship building.

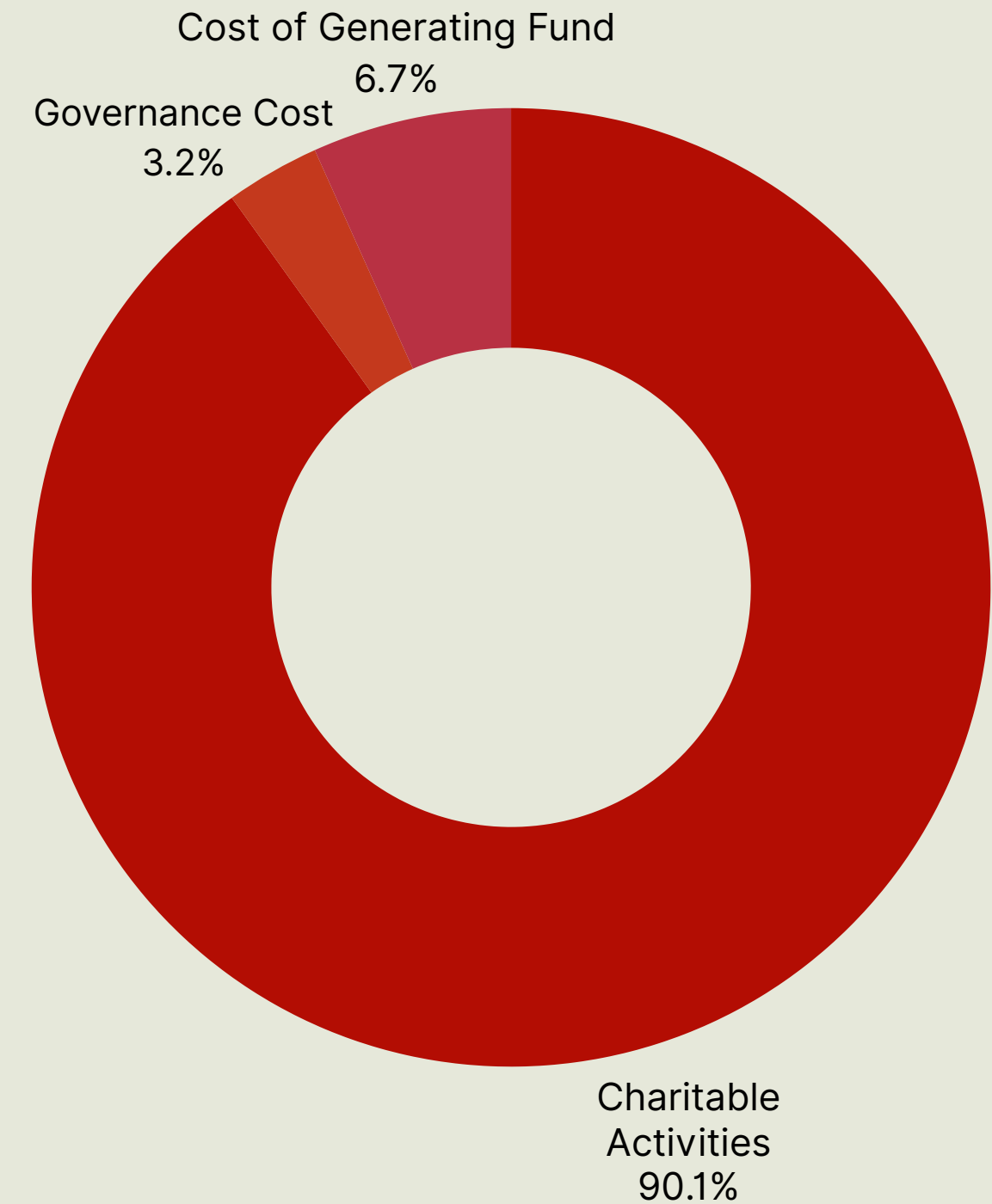
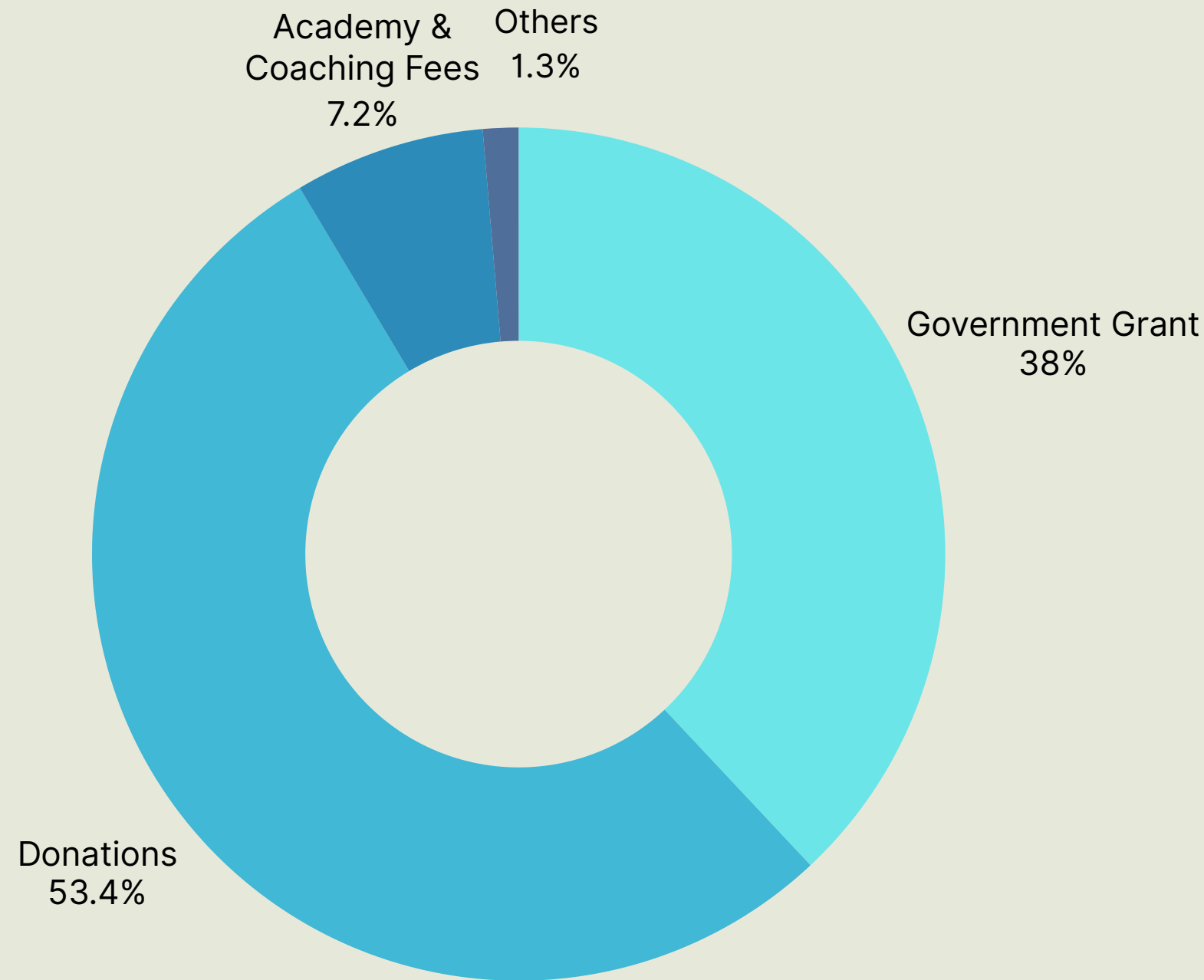
# INCOME

# EXPENDITURE

Income: \$915,623

Expenditure: \$543,622

*Donations increased by \$600,000 in 2025 due to fundraising initiatives*



# VALUE-BASED FOOTBALL

In 2025 FootballPlus academy conducted 14 training sessions weekly across 5 age groups over 48 weeks, providing a safe space for children and youth to be positively engaged

## 223 YOUNG PEOPLE IMPACTED IN 2025



**Academy  
teams plus 4  
teams in 2  
schools**

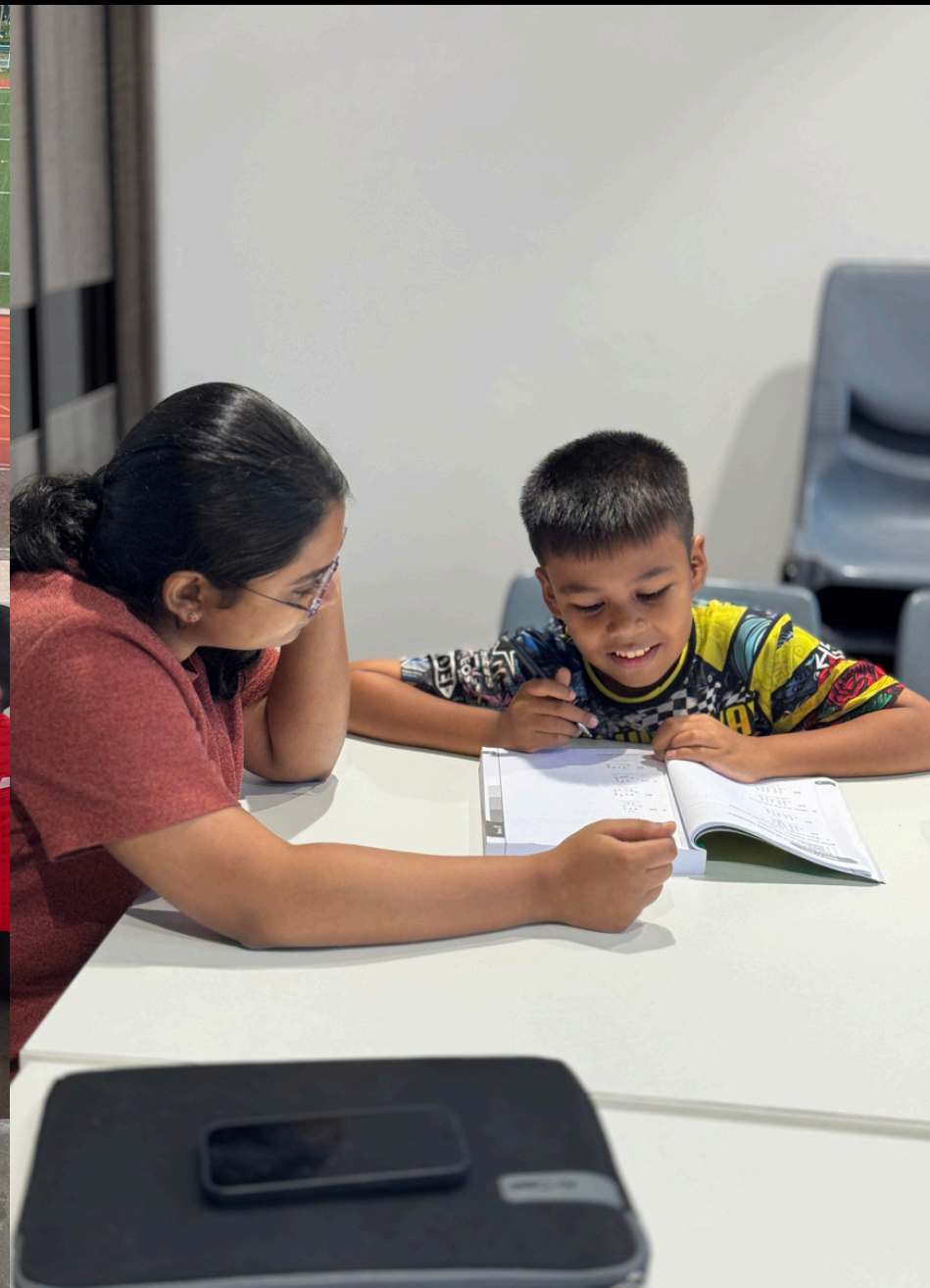
# OUR IMPACT

**1822 HOURS OF IMPACT  
WITH YOUNG PEOPLE**

**MORE THAN \$130,000  
GIVEN OUT IN  
SPONSORSHIP**  
*8% increase from 2024*

**280 VOLUNTEERING  
HOURS  
CONTRIBUTED**  
*27% increase from 2024*

**223 YOUNG PEOPLE  
SERVED**



# CHAMPIONS *unlimited*

Approximately 25% of Academy players are identified as high-needs beneficiaries and are supported through the Champions Unlimited programme.

Champions Unlimited is a fully sponsored, after-school initiative designed to support students from disadvantaged backgrounds through a holistic and structured approach. The programme provides:

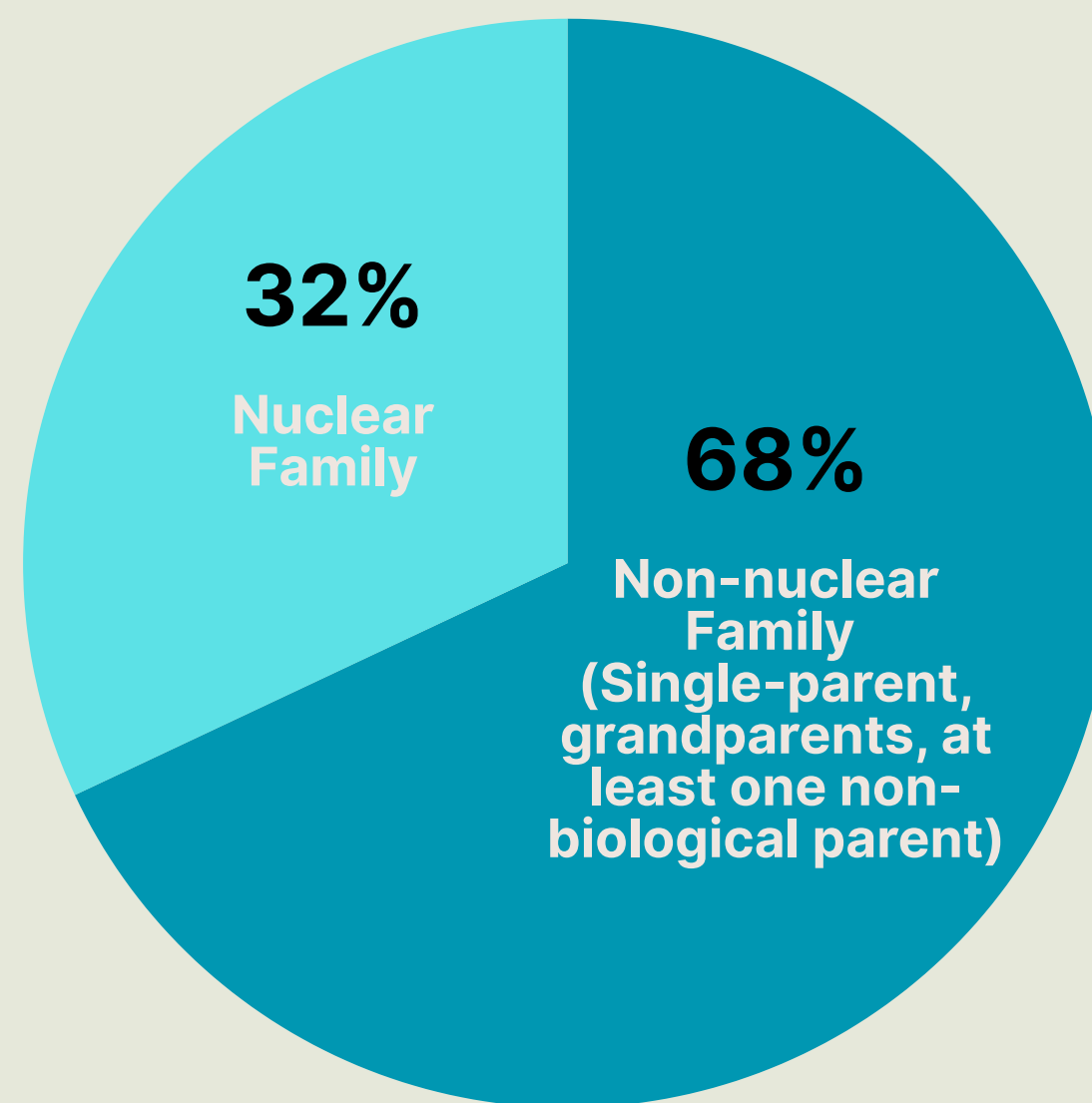
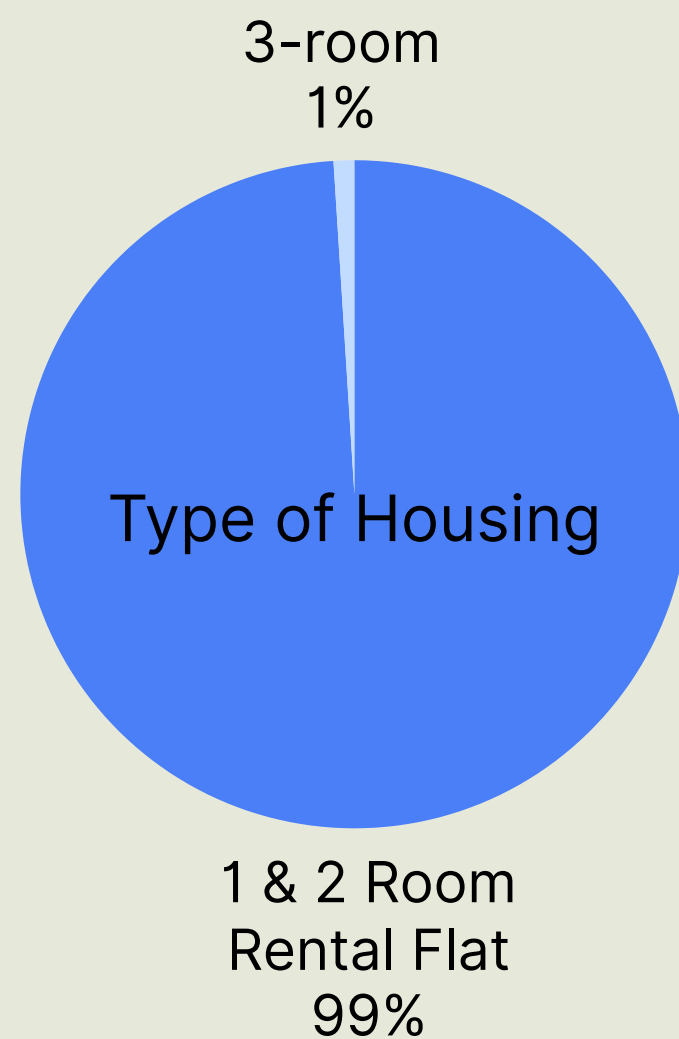
- Value-based football training
- One-to-one mentoring
- Academic support and tuition
- Character development
- Financial bursaries
- Career exposure and discovery opportunities
- Overseas training and development trips

The programme aims to develop confident, capable, and well-rounded young people who are equipped to succeed in sport, school, and life. More than just a football initiative, Champions Unlimited serves as a pathway to hope, personal growth, and expanded opportunities beyond their immediate environment.



# CHAMPIONS *unlimited*

## Household Profile



All players in the Champions Unlimited programme are beneficiaries of the MOE Financial Assistance Scheme, reflecting our intentional focus on supporting children from financially disadvantaged backgrounds.

Among these participants, **84%** come from households within the lowest **10%** household income bracket, while the remaining **16%** are from households earning at or **below 20%** of the national income.

This profile underscores FootballPlus' commitment to reaching and investing in those who need support the most, ensuring that access to quality football, mentorship, and developmental opportunities is not limited by financial circumstance.

# HIGHLIGHTS

## ▶▶ CLASS OF 2025

**6 Champions** took the Primary School Leaving Examination (PSLE) examinations at the end of 2025, with **all achieving a pass and progressing into secondary school**. This Class of 2025 have been enrolled in the Champions programme for the last 2 years.

As there remains a stable correlation in Singapore between Socio-Economic Status and PSLE performance, this achievement significantly alters the future academic and career trajectory for each Champion. **Each year, 600-700 students do not meet the criteria to enter into Secondary school.**

FootballPlus is committed to continually ensuring **100% passing rate** for PSLE for all Champions

*FootballPlus has played a meaningful role in Klayton's growth. From the moment he joined, he showed strong determination and commitment. He started as a 10 year old who would cry whenever he fell or got injured, but over time he has grown into a more resilient and confident young teen. Beyond developing his football skills, he has built discipline, responsibility, and character. He never wants to miss a training or study session, often arrives early, and even stays back to improve himself.*

*FootballPlus has truly become a second home for him, and I am deeply grateful for the positive impact it has had on his journey.*

**-Shirley, Klayton's Mother**

*"FootballPlus has helped me become a better footballer and strengthened my mentality. The coaches are kind and patient, so making mistakes is ok! They use them as opportunities to help us learn and improve."*



# VOLUNTEERS

Daniel

*Volunteer since Jan 2024*



*My journey with FootballPlus began in 2024 and it has since grown into a deeply rewarding commitment that I look forward to continuing long into the future. While my initial draw was a lifelong passion for football, what truly keeps me coming back is the opportunity to nurture the children—not just as players, but as individuals. I am dedicated to instilling positive attitudes, core values, and strong morals, helping them grow through the sport they love or just started.*

*By supporting the full-time coaches, I aim to help each child level up their skills while empowering them to enjoy the game and find a sense of belonging within their own community. This experience has taught me that volunteering is a reciprocal gift; it has provided me with a profound sense of purpose and the motivation to become a better version of myself through the bonds we build.*

*Above all, the FootballPlus family and the coaching team are my constant inspiration. Their kindness and unwavering passion for nurturing every player with full attention and effort make this journey one I am proud to be a part of.*



*I volunteer with Football Plus in whatever way I can - coaching, admin, or just helping out—because I believe in what the team is doing. It's about helping kids grow through a sport I've loved since young, and being part of that journey, even in a small way, means a lot to me.*



Elston

*Volunteer since Feb 2024*



# SOCIAL MEDIA

Jordan

*Team lead for FP's social media*

“The visionary intent for our social media platforms is to share the impact we have made with Singapore’s community through football. Not just the hard work but also the heart work that the coaches have invested in. While we continue to showcase the different efforts, we hope to be able to use the platforms as tools for fundraising efforts and educational efforts online.

Furthermore, we would be looking to feature more stories of the ground work from our coaches and volunteers, the success stories of our players - big and small. This would help people be able to relate first hand with what we do.”



Instagram  
@FootballPlus\_Singapore

# FUTURE



## ▶▶ PROGRAMME

FootballPlus will focus on building up the Champions Unlimited programme in the west side of Singapore, in collaboration with Teen Challenge. This strategic partnership aims to reach and support more youth through football-based mentoring, particularly those from under-resourced communities. This expansion marks a significant step forward in growing the impact of Champions Unlimited in Singapore

A new Literacy programme will also be launched for high-needs children to support them in their literacy development.

**Stay In The Game** is a community-based Mental Health awareness programme that will be launched in 2026. Through the fun game of football, we hope to strengthen the mental health of young people and develop supportive communities.

## ▶▶ FUNDRAISING & EXPENDITURE PLANS

To deepen the impact and long-term sustainability of FootballPlus' work, the organisation will continue to strengthen its capacity-building efforts through several strategic initiatives:

- Expanding the donor base by cultivating new individual, corporate, and institutional partnerships, while strengthening relationships with existing supporters.
- Investing in dedicated fundraising capability through the employment of a full-time fundraising manager to drive structured donor engagement and revenue growth.
- Leveraging digital platforms to implement targeted online fundraising campaigns that broaden reach, improve donor conversion, and enable recurring giving.
- Designing and delivering meaningful fundraising events that not only generate financial support but also deepen stakeholder engagement and showcase the organisation's impact.
- Investing in digital solutions for impact measurement - to track programme outcomes, including participant development, educational progress, and life transformation indicators. This will enable FootballPlus to provide clear, data-driven insights to stakeholders while continuously refining programme effectiveness.

Together, these initiatives will position FootballPlus to scale its programmes effectively while maintaining strong financial resilience, accountability, and measurable impact.

# GOVERNANCE

## Board of Director / Management Team

Management Team	Occupation
Gino Potesta <b>Board Chairman (13/12/2019)</b> <b>Board Meeting: 5/5</b>	Franchise Relations Officer, <b>McDonald's USA</b>
Derek Wong <b>Director (11/12/23)</b> <b>Board Meeting: 5/5</b>	Senior Content Manager, <b>The Nutgraf</b>
Andy Yun <b>Director (26/07/22)</b> <b>Board Meeting: 4/4</b> <i>Resigned (15/12/25)</i>	Executive Advisor, <b>Association of Small and Medium Enterprise</b>
Loh Ngiap Tai <b>Director (15/12/25)</b> <b>Board Meeting: 1/1</b>	Executive Director <b>FootballPlus</b>
Andy Lim <b>Director (15/12/25)</b> <b>Board Meeting: 1/1</b>	Life Coach
Yeow See Onn <b>Director (15/12/25)</b> <b>Board Meeting: 1/1</b>	Business Advisor

The charity is governed by a Board, which is a governing body responsible for overseeing and managing a charity.

Reporting To the Governing Board are Sub-Committees that looks into specific areas such as Audit and Finance.

The charity is also headed by an Executive Director

## **CORPORATE GOVERNANCE**

### **Role of the FootballPlus Management Committee**

The Management Committee of FootballPlus plays a vital role in providing strategic oversight, governance, and leadership to ensure the organisation stays true to its mission of transforming young lives through football.

The committee is responsible for setting direction, approving major initiatives, and ensuring accountability in the use of resources and the delivery of programmes. It supports the executive team by offering guidance on key decisions, safeguarding the organisation's values, and helping to build partnerships that strengthen its impact.

Through their collective expertise and commitment, the committee helps FootballPlus grow sustainably while remaining focused on the holistic development of the children and youth it serves.

### **CONFLICT OF INTEREST**

All Board members and staff are required to comply with the charity's conflict of interest policy.

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**

Our charity has in place, a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.

### **DISCLOSURE OF THE PROCESS FOR SETTING REMUNERATION OF KEY STAFF**

FootballPlus has policies and procedures in place to ensure that no staff member is involved in the setting or approving of his/ her own remuneration.

### **DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY MANAGEMENT COMMITTEE MEMBER**

None of the FootballPlus Management Committee members received any form of remuneration for his or her work contributed to the organisation in the past year, or any time in the past.

There is no intention to engage any of our Management Committee members in any paid-for services.

### **DISCLOSURE OF PAID STAFF(S) RELATED TO EXECUTIVE HEAD OR MANAGEMENT COMMITTEE**

There was no paid staff who are close members of the family of the Executive Head or Management Committee, and whose remuneration each exceeds \$50,000 during the year.

### **DISCLOSURE OF THE NATURE, PURPOSE, AND AMOUNT OF FUNDS RECEIVED IN (I) DONATIONS IN CASH (SOLICITED/UNSOLICITED); (II) DONATIONS IN KIND (SOLICITED/UNSOLICITED); (III) SPONSORSHIPS; (IV) GRANTS; AND (V) OTHERS.**

Our audited financial statements which are part of our filings and available for the public to review, already disclose donation amounts, grants from government, and donation in kind.

### **DISCLOSURE OF RESERVES RATIO**

FP has a reserves policy of at least one year its annual operating budget. The reserve ratio as of 31 December 2025 is 1.25 (2024=0.71)

### **DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF**

None of staff received remuneration exceeding \$100,000 in 2025



## GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance" please explain.	Score
<b>Principle 1: The charity serves its mission and achieves its objectives</b>					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge	1.4	Yes		2

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		2
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		2
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		2
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		2
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		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only:  a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversees the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2

Principle 2: The charity has an effective Board and Management					
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		2
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		2
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 re-appointed, 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 re-elected 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		2
14	or 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		2

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		2
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.  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.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2

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).	4.1a	Yes		2
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		2
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		2
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		2
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		2

**Principle 5: The charity is accountable and transparent**

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, 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		2
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		2
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		2
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		2
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		2
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.	5.6a	Yes		2

**Principle 5: The charity is accountable and transparent**

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.	4.1a	Yes		2
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.	4.1b	Yes		2
<b>Principle 6: The charity communicates actively to instil public confidence.</b>					
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		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
<b>Total Score</b>					<b>76</b>
<b>Percentage</b> <b>= (Total Score/Full Marks of 76) x 100%</b>					<b>100%</b>



**THANK YOU**