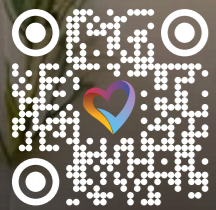




BUILT BY
CAREGIVERS,
FOR CAREGIVERS

Annual Report 2025



Socials:

Facebook: @CaringSGLtd
Instagram: @caring.sg
Youtube: @caringsg

LinkedIn: @CaringSG
TikTok: @caring.sg

www.caring.sg
contact@caring.sg



CONTENTS

Chairman’s Message	04
Chief Executive’s Message	05
The Question That Started Everything	06
Our Vision, Mission & Values	09
The Year We Came Into Our Own	10
2025 at a Glance	11
2025 Milestones	12
The Ecosystem We Built	14
Caregiver Engagement	16
Programme Highlights	18
Empowered Caregiver	20
Thriving Community	30
Stronger Society	34
Our People & Community	38
Partnerships & Community	46
Stewarding Trust and Accountability	48
Board of Advisors	49
Board Profiles	50
Organisation Chart	51
Corporate Governance	60

CaringSG Annual Report 2025
Built by caregivers, for caregivers.

Published by: CaringSG Ltd.
www.caring.sg

UEN: 202034409E
 Address: 22 Lengkok Bahru, #03-06, Singapore 159053

With contributions from CaringSG staff, partners, volunteers and community members

Photography Credits:
 All photos used in this report were provided by CaringSG team members, volunteers and community partners with consent.

Date of Publication: June 2026

Contact: contact@caring.sg

Disclaimer:
 The data and information presented in this report are accurate to the best of our knowledge as of 2026. All content is intended for informational purpose. Reproduction of any part of this report is permitted with appropriate credit to CaringSg Ltd.



CHAIRMAN'S MESSAGE

Dear Friends and Partners in Caregiving,

2025 marked a defining year for CaringSG — our fifth anniversary, and the year in which everything we had been building began to operate at true scale.

When CaringSG was founded in 2020, we set out to answer a deceptively simple question: who supports the caregiver? Five years on, the answer is no longer just a programme or a helpline. It is a coordinated network of volunteers, professionals, partner organisations and fellow caregivers who support one another through every stage of the caregiving journey.

This year, CaringSG's network of support reached more than 2,000 caregiver engagements across programmes, services, events and outreach initiatives. It mobilised over 300 volunteers. It stood with caregivers and families at the Istana for the SG60 Open House — reaching over 10,000 visitors in a single day — and gathered over 300 caregivers, families, and professionals at the Pre-NS Forum to address one of the most underserved transitions in the caregiving journey.

These are not just numbers. They are evidence of a community that has found its footing and its voice.

I am especially proud that so many of those we served expressed satisfaction with CaringSG's support, and that this translated into greater confidence in their caregiving. That confidence - that shift from feeling overwhelmed to feeling supported and equipped - is the true measure of our work.

2025 also brought important leadership continuity. I want to place on record my deep gratitude to Dr. Lim Hong Huay, our founder and now Emeritus Chair and Ambassador, whose vision and devotion built the foundation on which we now stand. As Edwin stepped into the role of Chief Executive on 1 January 2025, he brought fresh energy, operational discipline, and an unwavering commitment to the caregiving community — qualities that give me great confidence in CaringSG's next chapter.

The year also saw recognition from beyond our shores. The Bloomberg D4GX Grant and Accelerator, announced in September 2025, affirms that our approach to social innovation — community-led, data-informed, and deeply human — is a model worth investing in. What defines CaringSG is not grants or milestones, but the people behind them. It is in the unwavering spirit of our volunteers, whose dedication multiplies everything we do. On behalf of the Board, I want to acknowledge the extraordinary commitment of our staff, volunteers, and the many partner organisations who walked alongside us this year.

As we look to 2026, our ambition is to go deeper - to reach more caregivers earlier, to strengthen support in every neighbourhood and to advocate with greater confidence for the systemic change our caregivers deserve. The caregiver-led network we have built together is ready for what comes next.



Dr. Ang Khoo Seng,
David PBM
Chairman, Board of Directors | CaringSG

CHIEF EXECUTIVE'S MESSAGE

Dear Members of the CaringSG Community,

When I took on the role of Chief Executive on 1 January 2025, I came in with deep admiration for what CaringSG had built. But it was the caregivers themselves who showed me what this organisation truly means.

In conversations at CAREconnect sessions, at our CAREkaki chapters across the island, and in the quiet check-ins between a CAREbuddy pair, I witnessed something no strategy document could fully capture: people who had felt invisible — finding community. And community becoming strength. That is the heartbeat of CaringSG.

2025 was also the year we demonstrated that CaringSG's model works — not just for individuals, but at a systems level. Our structured support pathway, from first contact to sustained care, reached 231 caregivers through triage, referred 130 to appropriate services, and provided 44 families with structured, ongoing support. Every single one of those 44 families reported improved outcomes. When you hear what that means to a parent navigating their child's transition out of school, or to a sibling who has been the sole point of support for years, you understand why this work matters so deeply.

In 2025, 645 new caregivers joined the CaringSG community — bringing our total membership to more than 6,000. Our CAREbuddy peer support programme commenced 42 new packages this year, and CAREwell added 46 new packages. These are caregivers who came to us feeling overwhelmed, and who leave with tools, confidence, and connection.

We stepped into national conversations with greater confidence this year. At the Pre-NS Forum in April, we brought together 300 participants to address the transition that families face when a child with special needs approaches National Service. At the SG60 Istana Open House in August, 67 CaringSG staff, volunteers, and beneficiaries joined more than 10,000 visitors — not as observers, but as full participants in Singapore's story.

Two milestones stand out as we close this chapter. In September, CaringSG was selected for the Bloomberg D4GX Grant and Accelerator — recognition that our approach to data-driven, community-led caregiving support has value beyond our shores. And in December, we opened CaringSG NEW Space @ Vista at the Enabling Village — a physical home for caregivers to gather, learn, and breathe.

I want to express my deepest gratitude to Dr. Lim Hong Huay, whose legacy as our founding Executive Director is woven into everything we do. Her transition to Emeritus Chair and Ambassador has given CaringSG both continuity and new energy, and I am grateful for her continued wisdom.

To our staff — thank you for your care, creativity, and commitment to going the extra mile for every caregiver who reaches out. To our 309 volunteers — you are the multiplier that makes everything possible. And to our caregivers: you are the reason we show up.

From a simple question to a nationwide movement — together, we have built a community of compassion. Here's to five years of heart-led action, and many more to come.

In 2026, we will deepen our presence in communities, expand our training and peer support capacity, and continue to advocate for caregivers at every level. The foundation is strong. The community is ready. And so are we.



Edwin Tan
Chief Executive | CaringSG

CHAPTER 1

THE QUESTION THAT STARTED EVERYTHING

Who looks after the caregiver?

It started with a question.

Not a policy question, or a research question, or a strategic question. A human one. The kind that surfaces in the quiet moments — at the end of a long day of caring, in the stillness after the child is finally asleep, in the gap between one appointment and the next where there is nothing left to hold onto but exhaustion.

“WHO LOOKS AFTER THE CAREGIVER?”

In July 2019, a small group of caregivers and volunteers came together to organise the first CARECarnival. They were not founding an organisation. They were not writing a charter or registering a charity. They were simply doing what caregivers do when they find each other: creating a space to breathe, connect, and be understood.

Something in that first gathering took root. Within a year, the community had grown to over 80 caregiver leaders, disability advocates, professionals, and volunteers — drawn together by a shared conviction that caregivers deserve more than gratitude. They deserve support. They deserve connection. And they deserve a community that truly understands.

In October 2020, CaringSG was formally established — not as a top-down initiative, but as the structured expression of what that grassroots community had already built from the ground up. Its mission was clear from the start: to connect, enable and empower fellow special needs caregivers by building an inclusive, compassionate and supportive community through innovative solutions.

Five years on, that answer has become an ecosystem.

Through three core programme pillars — CAREconnect, CAREbuddy, and CAREwell — alongside our grassroots volunteer network CAREkaki, our caregiver enterprise initiative CAREcottage, and a growing network of institutional and community partnerships, CaringSG now reaches thousands of caregivers across Singapore every year.

2025 marked our fifth anniversary — and a moment of maturation that felt both earned and natural. On 1 January 2025, Edwin Tan was appointed Chief Executive, bringing fresh energy, operational discipline, and an unwavering commitment to the caregiving community. Our founding Executive Director, Dr. Lim Hong Huay, transitioned to the role of Emeritus Chair and Ambassador — not stepping away, but stepping into a new chapter of the journey she began.

In December 2025, CaringSG opened CaringSG NEW Space @ Vista at the Enabling Village — a physical home for caregivers to gather, learn, connect, and find support in the heart of Singapore’s disability and social service ecosystem.

We do. Together.





OUR VISION, MISSION & VALUES

EVERY CAREGIVER WELL AND EMPOWERED

Our mission – to connect, enable and empower fellow special needs caregivers by building an inclusive, compassionate and supportive community through innovative solutions — is not a statement of intent. It is a daily practice, lived out in every programme, every gathering, every peer conversation, and every moment of support CaringSG provides.

Five values guide how we work. They are not aspirational commitments written for a board paper. They are values that were lived into existence by the caregivers who built CaringSG, and the ones we continue to build on together.

COMPASSION

We lead with empathy. Caregivers are at the centre of everything we do, and we approach every interaction with patience and genuine understanding.



RESPECT

We honour the dignity, agency, and lived experience of every caregiver and person with special needs. Their voices do not just inform our work — they shape it.



INCLUSIVE

We build a community where every caregiver — regardless of background, diagnosis, or circumstance — finds a place of genuine belonging.



PARTNERSHIP

We believe the most meaningful change happens through trust and collaboration — with families, professionals, organisations, and the broader community that walks alongside us.



INNOVATIVE

We are curious and adaptive, always seeking better ways to support caregivers and respond to the evolving landscape of caregiving in Singapore.



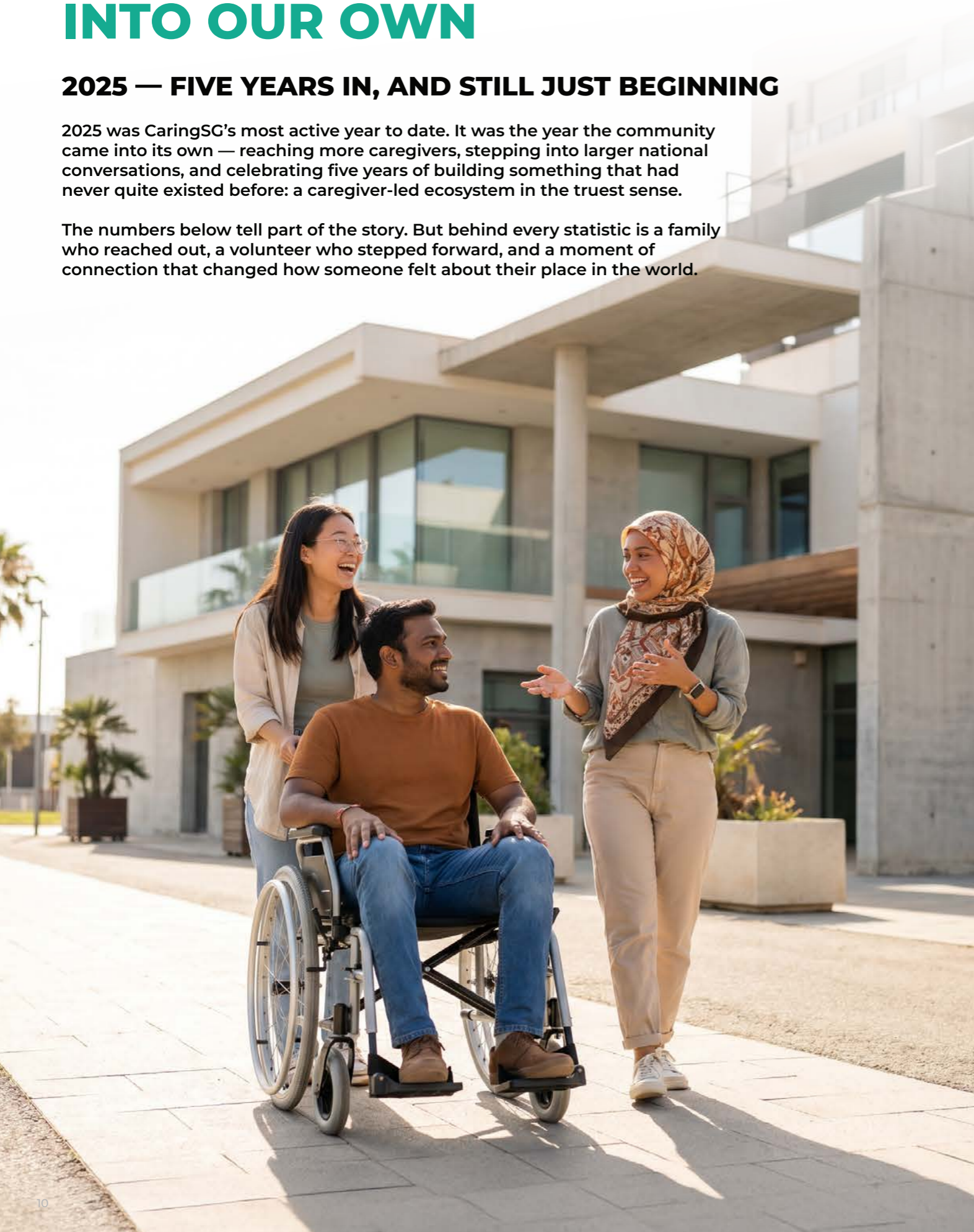
These are the values of a community that built itself because it had to — and chose to keep building because it knew it could.

CHAPTER 2 THE YEAR WE CAME INTO OUR OWN

2025 — FIVE YEARS IN, AND STILL JUST BEGINNING

2025 was CaringSG's most active year to date. It was the year the community came into its own — reaching more caregivers, stepping into larger national conversations, and celebrating five years of building something that had never quite existed before: a caregiver-led ecosystem in the truest sense.

The numbers below tell part of the story. But behind every statistic is a family who reached out, a volunteer who stepped forward, and a moment of connection that changed how someone felt about their place in the world.



2025 AT A GLANCE — KEY IMPACT HIGHLIGHTS

2,000+

Caregiver touchpoints across all programmes

5,000+

Total CaringSG members

645

New caregivers who joined the community in 2025

93%

Satisfaction rate across all programmes

88%

Participants who reported increased confidence in caregiving

85%

Participants who reported feeling less isolated

90.5%

Participants who felt more connected to a community

94%

Gained knowledge in self-care

309

Volunteers mobilised in 2025

89%

Volunteers who gained new skills through CaringSG

100%

Of sustained-support families who reported improved outcomes

231

Caregivers triaged through CAREadvisory

130

Referred to appropriate support services

44

Families who received structured, sustained support

42

New CAREbuddy peer support packages in 2025

46

New CAREwell professional support packages in 2025

21

Educational and training activities conducted

800+

Caregivers who attended training programmes

300

Participants at the Pre-NS Forum

10,000+

Visitors reached at the SG60 Istana Open House

CUMULATIVE IMPACT 2020–2025

>20,000

Caregiver touchpoints (cumulative 2021–2025)

>5,000

Total members across CaringSG community

157

CAREbuddy packages commenced (cumulative)

145

CAREwell packages commenced (cumulative)

2025 MILESTONES — A YEAR IN MOTION

2025 was CaringSG's most active year to date — a year in which every month brought new gatherings, new partnerships, new participants, and new moments of community. The milestones below reflect a community in constant motion: growing, connecting, and making its presence felt at every level of Singapore life.



FEB

5th Anniversary community celebration

Board Retreat — strategic planning and governance

Community engagement at Grace Orchard School



APR

CAREcottage Bazaar @ Toa Payoh SAFRA

Pre-NS Forum with SGFamilies, SAFRA and SPARK

CAREkaki West Coast Chapter Launch



JUN

Music for Me with National Library Board

CPF financial wellness session

Dad's Day Out

Mendaki staff training



AUG

SG60 Istana Open House

Bird Paradise outing for SG60

SG60 Play & Pen @ NTUC Club



OCT

Purple Parade @ Suntec City

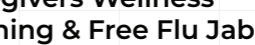
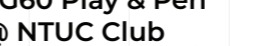
Volunteer Townhall

Caregivers Wellness Morning & Free Flu Jab @ Mount Alvernia Hospital



DEC

Enabling Village 10th Anniversary Open House + CaringSG NEW Space @ Vista Aquatic Playdate iFly Singapore



JAN

Mental Wellness at the Workplace with UBS



MAR

CAREkaki volunteer recruitment and training sessions

Fireside Chat on special education featuring Dr. Lim Hong Huay

CAREbuddy HANG OUT



MAY

Mothers' Day Yoga

MOE SPED schools outreach

Learn to Sail with Singapore Disability Sports Council



JUL

5th Anniversary Volunteer Appreciation Day

Wellness Day @ Bishan Public Library

CPR + AED training



SEP

Bloomberg D4GX Grant and Accelerator

Garden of Possibilities



NOV

5th Anniversary Celebration

SRT Three Billy Goats Gruff



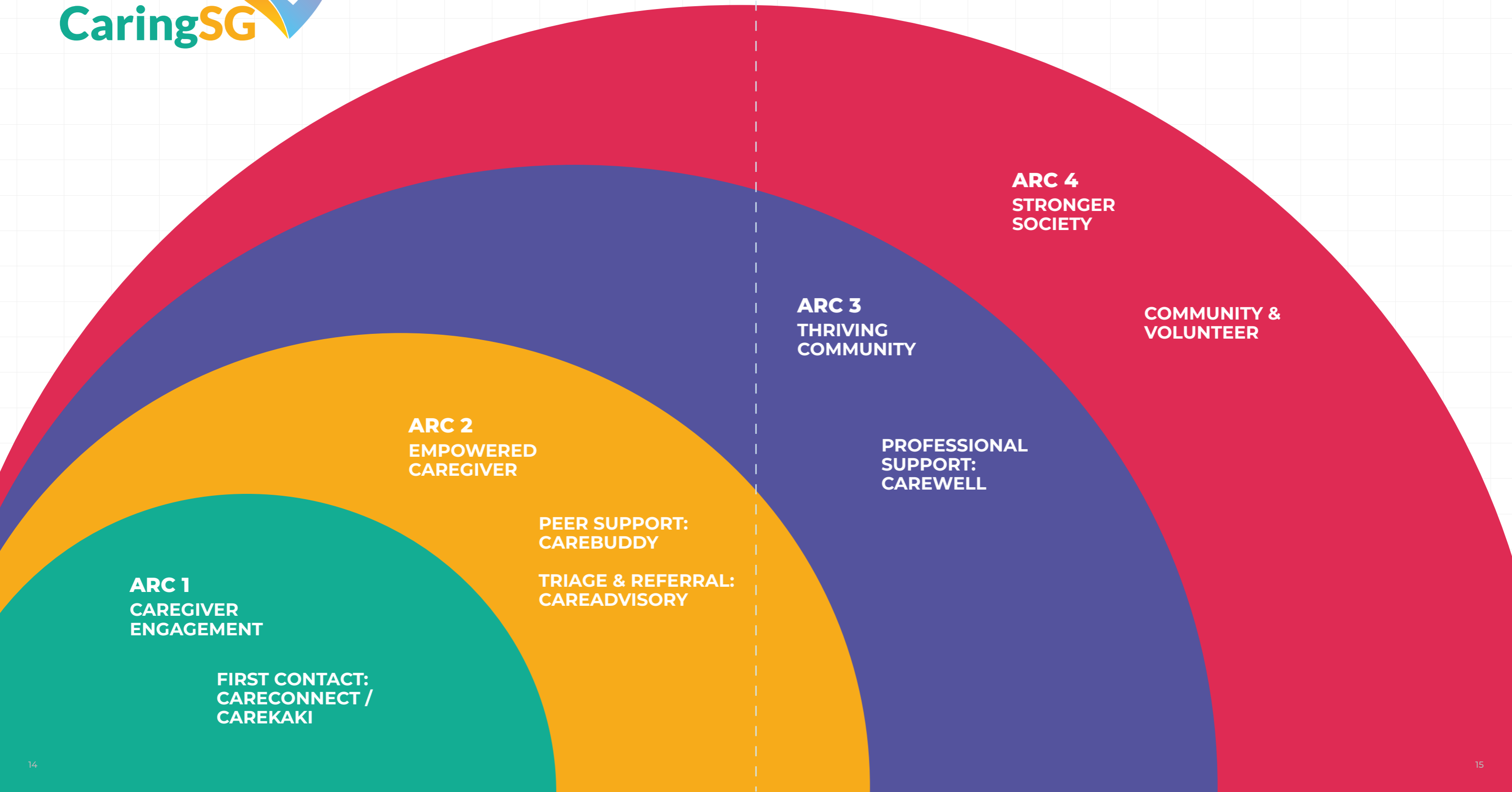
CHAPTER 3

THE ECOSYSTEM WE BUILT

**NOT A PROGRAMME.
A LIVING NETWORK.**

CaringSG's approach to caregiver support is built on a belief that no single programme, however well-designed, can address the full complexity of a caregiver's journey. What makes a difference is an ecosystem — an integrated network of services, relationships, and community that responds to caregivers at every stage of their experience.

Over the years, CaringSG has developed an ecosystem model centred on interconnected arcs of impact. They create lasting change, supporting individual caregivers, strengthening families, empowering communities, and contributing to a more inclusive Singapore.



**ARC 1
CAREGIVER
ENGAGEMENT**

**FIRST CONTACT:
CARECONNECT /
CAREKAKI**

**ARC 2
EMPOWERED
CAREGIVER**

**PEER SUPPORT:
CAREBUDDY**

**TRIAGE & REFERRAL:
CAREADVISORY**

**ARC 3
THRIVING
COMMUNITY**

**PROFESSIONAL
SUPPORT:
CAREWELL**

**ARC 4
STRONGER
SOCIETY**

**COMMUNITY &
VOLUNTEER**

ARC 1 — CAREGIVER ENGAGEMENT

The journey begins with connection. Through CAREconnect events, CAREkaki community outreach, digital platforms, and partner networks, CaringSG creates the first touchpoints through which caregivers discover that they are not alone. In 2025, this layer reached more than 2,000 caregiver touchpoints — a community growing in confidence and in number.

CARECONNECT — CONNECTING CAREGIVERS

Throughout the year, CaringSG organised a broad range of activities to nurture caregiver wellbeing, social connection, and community belonging. From caregiver wellness workshops and peer support gatherings to volunteer networking sessions and community outreach initiatives, these programmes offered caregivers consistent opportunities to learn, recharge, and find solidarity with others who understand their journey.

These collective efforts reflect CaringSG's holistic approach to caregiver support — one that goes beyond one-off interventions to build sustained, meaningful relationships within the community. By weaving together education, peer connection, and outreach, CaringSG continued to ensure that caregivers across Singapore have access to the support, resources, and human connections they need to thrive.

2025 AT A GLANCE



PROGRAMME HIGHLIGHTS

The 2025 CAREconnect calendar offered something for every caregiver — wellness, adventure, cultural celebration, and professional learning. Highlights included Mothers' Day Yoga, Dad's Day Out, a Bird Paradise outing, and an Aquatic Playdate. Across all formats, CAREconnect events reflect CaringSG's belief that caregiver wellbeing is multi-dimensional.

ART JAMMING WITH CATS

Caregivers and their families gathered at Wildflower Studio in the Enabling Village for an afternoon of art, connection, and quiet joy. Set within a cosy studio where therapy-trained cats roam freely, the session offered something many caregivers rarely experience: unstructured time to create, breathe, and simply be.

One father shared that watching his child engage and smile was a gentle but powerful reminder that meaningful progress can come from the most unexpected places. As always, CaringSG ensured the experience was within reach for all participating families, because moments of joy should not have barriers.



CELEBRATING SG60 AT BIRD PARADISE

In celebration of Singapore's 60th birthday, caregivers, persons with disabilities, family members, and volunteers spent a full day at Bird Paradise, Mandai. From vivid aviaries to close-up bird encounters, the outing gave families a rare chance to explore, bond, and simply enjoy.

The experience meant the world to many who attended. "It's hard caregiving and you feel alone sometimes," wrote one caregiver.



"CARINGSG HELPS US REMEMBER THAT WE AREN'T ALONE, THAT WE ARE NOT FORGOTTEN."

SPORTING EVENTS WITH SDSC

In partnership with the Singapore Disability Sports Council (SDSC), CaringSG has brought caregivers and their special needs dependents into spaces they never imagined entering — from the fairways of Keppel Club to the open waters of Changi Sailing Club, and the energy of a full-day sports and wellness celebration.

At Parasport360: Discover Golf, pro-bono coaches from the Singapore Golf Association guided participants through a virtual simulator, putting green, and driving range. For many, it was a first — and for some, the fulfilment of a long-held dream. At the Learn to Sail Workshop across six Sunday mornings, seven caregiver-dependent pairs took to the water under the guidance of Jovin Tan, four-time Paralympian and Singapore's first certified sailing coach with a disability. Seamanship became a lens for resilience, trust, and teamwork — with the final session falling on Mother's Day, marked by burgundy roses and a shared meal. At the Sports and Wellness Bang on 31 August, 56 members gathered at NTUC Club for obstacle challenges and fitboxing alongside their loved ones, before splitting into parallel workshops — children making memories while caregivers built their emotional toolkit with coach Julia Chan.

Across every event, the same belief held: inclusive sport is not just about activity. It is a pathway to confidence, community, and the knowledge that no experience is beyond reach.



"9 IN 10 PARTICIPANTS WOULD RECOMMEND CARINGSG'S SESSIONS TO OTHERS."

ARC 2 — EMPOWERED CAREGIVER

Connection alone is not enough. CaringSG equips caregivers with knowledge, skills, and structured support through training programmes, CAREbuddy peer matching, CAREwell professional Key Worker relationships, and the CAREadvisory triage pathway. In 2025, 88% of participants reported increased confidence in their caregiving practice — evidence that empowerment is not a by-product, but the point.

CAREADVISORY — TRIAGE AND REFERRAL PATHWAY

At the front line of CaringSG’s support ecosystem is CAREadvisory — the structured pathway through which caregivers in need are identified, assessed, and connected to the right support at the right time. It is the connective tissue of CaringSG’s work: the process that ensures no caregiver who reaches out falls through the gap.

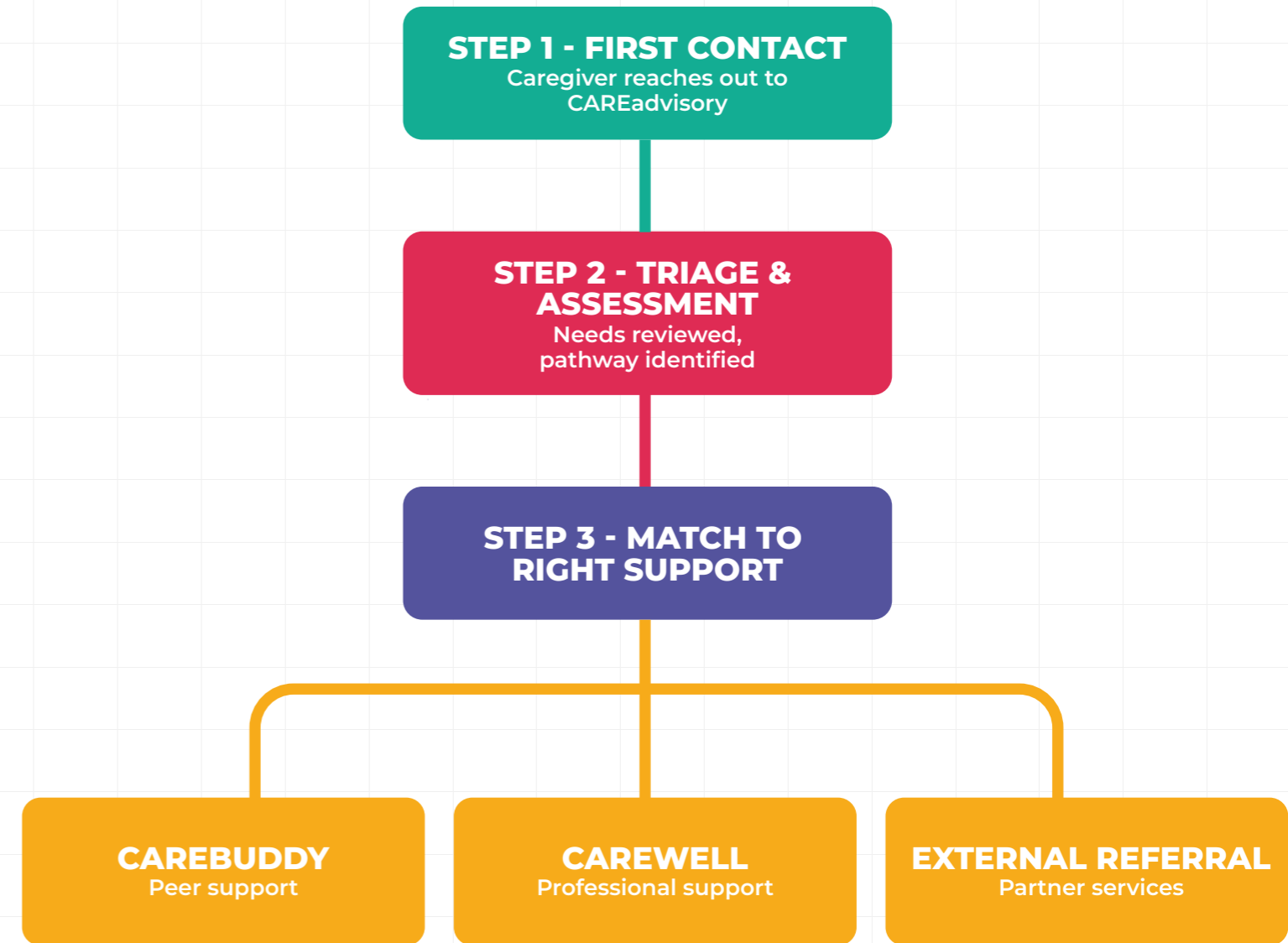
2025 AT A GLANCE



125
Caregivers triaged through in 2025

53
Referred to appropriate support services

REFERRAL PATHWAY DIAGRAM



The pathway works in three stages: contact, triage, and matching. A caregiver reaches out; a trained adviser assesses their situation and urgency; and they are matched with the most appropriate support — CAREbuddy, CAREwell, an external referral, or a combination of all three.



“FROM FIRST CONTACT TO SUSTAINED CARE: 44 FAMILIES WHO NEEDED HELP MOST — 100% REPORTED IMPROVED OUTCOMES.”

CAREBUDDY — PEER SUPPORT PROGRAMME

CAREbuddy matches caregivers navigating challenges with trained caregiver volunteers who share relevant lived experience. It creates a relationship that offers something professional services alone cannot: the credibility of someone who truly understands. For many caregivers, their CAREbuddy is the first person who has said “I know how you feel” — and meant it.

2025 AT A GLANCE



“A CAREBUDDY ISN'T JUST A VOLUNTEER. THEY'RE SOMEONE WHO'S BEEN WHERE YOU ARE.”

42

New CAREbuddy packages commenced in 2025

157

Cumulative packages since programme inception (2021–2025)

CAREBUDDY: STRENGTHENING PEER SUPPORT FOR CAREGIVERS

This year, CaringSG strengthened its CAREbuddy community through a First Hang out gathering at the start of the year, followed by a series of CAREbuddy Zone Meet-Ups held across Singapore. These gatherings brought together CAREbuddy volunteers and caregivers from different regions, creating meaningful spaces to exchange caregiving experiences, share best practices, and build lasting peer support networks. Each meet-up celebrated the dedication of our caregiver volunteers and reinforced the sense of community that lies at the heart of the CAREbuddy programme. The Zone Meet-Ups yielded a tangible strengthening of volunteer engagement and retention, with participants reporting a greater sense of belonging and renewed motivation to continue their caregiving journeys alongside one another. By nurturing these connections across diverse neighborhoods, CaringSG has laid a stronger foundation for peer learning.



CAREBUDDY — PEER SUPPORT PROGRAMME

CAREwell is CaringSG’s professional Key Worker support programme, designed for caregivers whose needs go beyond what peer support alone can address. Trained Key Workers provide structured case management, one-to-one coaching, and referral support — helping caregivers build confidence, understand their rights, and navigate complex systems. Where CAREbuddy offers connection, CAREwell offers depth.

2025 AT A GLANCE



“CAREWELL HELPS CAREGIVERS MOVE FROM SURVIVING TO NAVIGATING — FROM OVERWHELMED TO IN CONTROL.”

39

New CAREwell packages commenced in 2025

138

Cumulative packages since programme inception (2021–2025)

CAREWELL × CAREBUDDY × COMMUNITY PARTNERSHIP HIGHLIGHT

This year, CaringSG strengthened the bridge between community-based peer support and professional caregiving support through closer collaboration between CAREbuddy volunteers, CAREwell key workers, and community partners. By connecting caregivers to the right support at the right time, families were able to access a more coordinated network of practical guidance, emotional support, and specialised services.

This integrated approach enabled caregivers to move seamlessly between peer-led support and professional interventions based on their evolving needs. Through stronger partnerships and referral pathways, CaringSG continued to build a more connected ecosystem of care — ensuring that caregivers receive support that is timely, holistic, and centred around their family's journey.



TRAINING & EDUCATION

CaringSG’s training and education programmes are built on a conviction that knowledge is one of the most powerful tools a caregiver can have. In 2025, this pillar grew significantly, extending CaringSG’s reach into new communities and new professional networks.

2025 AT A GLANCE

Training was delivered across self-care workshops, webinars, and training and outreach sessions. Key partnerships included MOE Special Education Branch, KKH Women’s and Children’s Hospital, SDSC, APSN, CPAS, SPD, and Mendaki — through whom 37 staff were trained in June 2025. CaringSG also delivered MOE SPED schools outreach across 8 schools in May.

“88% OF PARTICIPANTS REPORTED INCREASED CONFIDENCE IN THEIR CAREGIVING — NOT JUST KNOWING MORE, BUT FEELING MORE CAPABLE.”



21
Educational and training activities conducted

879
Who attended training

93%
Participant satisfaction rate

88%
Reported increased confidence in caregiving practice

WEBINAR IMPACTS

Across many webinars in 2025, CaringSG created space for something caregivers often say they struggle to find: honest, practical, peer-connected guidance on the parts of caregiving that are rarely spoken about openly.

From navigating the emotional storm of a child’s meltdown, to approaching sexuality education for children who cannot yet advocate for themselves, to sitting with the grief and weight that accumulates quietly over years of caring — each session met caregivers where they were. Professionals brought clinical insight; fellow caregivers brought lived truth. Together, they reminded every participant that their challenges are shared, their feelings are valid, and that the right strategies and the right community can genuinely make a difference.

Caregivers left not just with practical tools, but with something harder to quantify — a renewed sense that they are not alone in this journey.

SPECIAL NEEDS VOLUNTEER TRAINING WITH MENDAKI

CaringSG delivered its signature training to Mendaki staff — equipping them with the P.A.U.S.E.™ framework: Prepare, Acknowledge, Understand, Sit with, Empathize. The session helped participants move away from the pressure of doing or saying the perfect thing, and toward something more powerful: calm, respectful, sustained presence.

“ONE OF THE BEST TRAININGS I HAVE ATTENDED — PRACTICAL, ENGAGING, AND FULL OF HEART.”

FINDING CALM WITHIN: SELF-CARE WORKSHOP

CaringSG hosted a Self-Care Workshop facilitated by Julia Chan — caregiver, certified mental wellness coach, and author of *The Healing Journal: A Caregiver’s Path to Self-Care*. Drawing on her own experience and coaching practice, Julia guided participants through identifying emotional triggers and personal sources of restoration, practising self-compassion through affirmations, setting boundaries without guilt, and visualising their circles of support.



“THIS REMINDED ME THAT MY NEEDS MATTER TOO.”

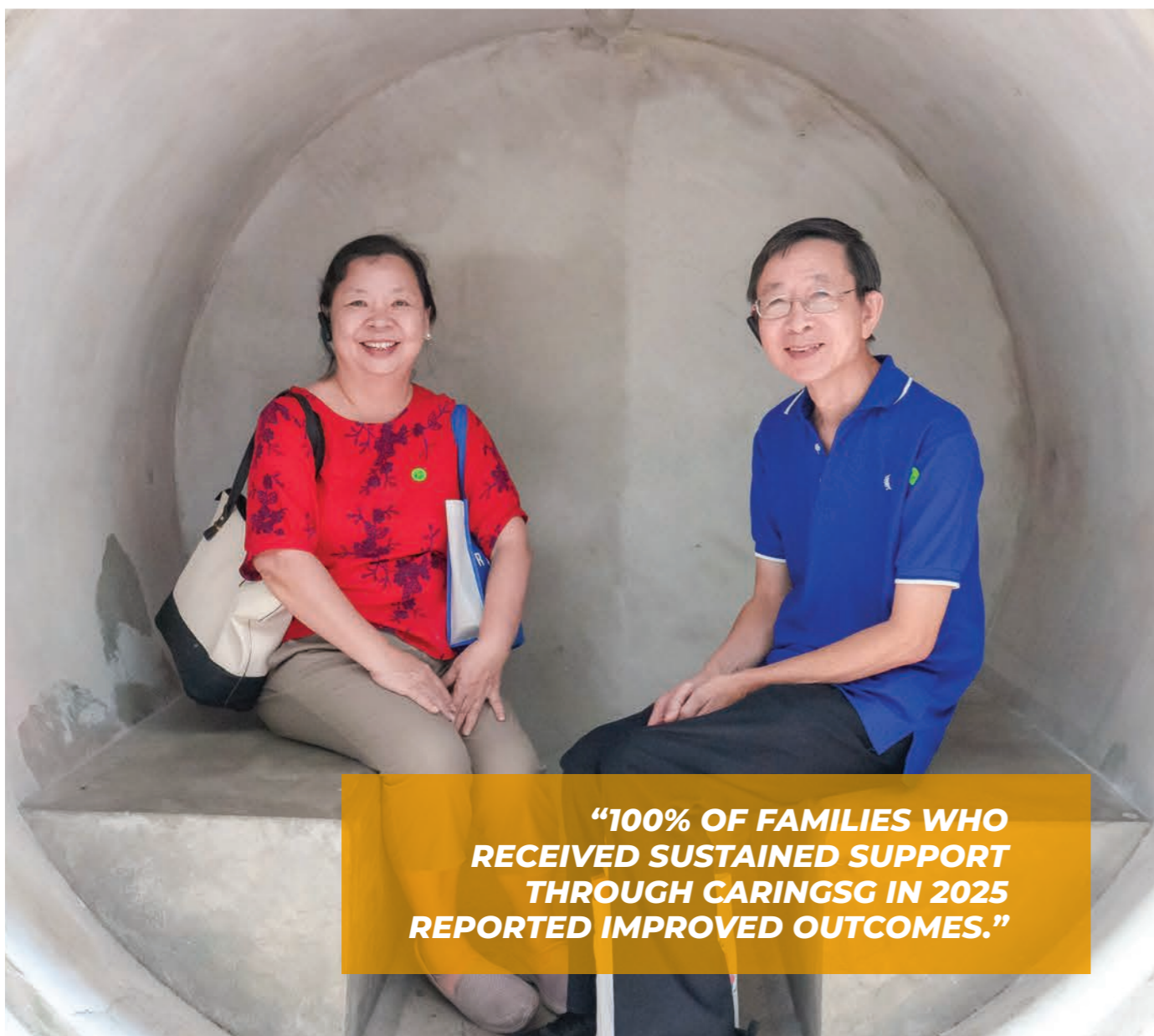
STEP ONE / EIPIC-CARE EARLY INTERVENTION SUPPORT

Step One is CaringSG's early intervention support initiative, designed to reach caregivers at the earliest stages of their child's diagnosis and development journey-often the most disorienting period of caregiving. In partnership with EIPIC providers, Step One connects newly-identified caregivers with peer support and practical guidance before the weight of the journey has time to accumulate in isolation.

STEP ONE ASK-ME-ANYTHING (AMA) SERIES

Launched in 2025 as part of the Step One Programme, the Ask-Me-Anything (AMA) Series provides caregivers of young children with developmental needs direct access to professionals, experts, and experienced caregivers through interactive online sessions. Covering a myriad of topics such as child development, relationships, or wellbeing, the series equips caregivers with practical knowledge and actionable strategies for everyday life.

More than a learning platform, the AMA Series creates a safe space for caregivers to ask questions, share experiences, and connect with others on similar journeys. By combining professional expertise with lived experience, the series helps caregivers build confidence, strengthen resilience, and feel supported as they navigate the early stages of caregiving.



“100% OF FAMILIES WHO RECEIVED SUSTAINED SUPPORT THROUGH CARINGSG IN 2025 REPORTED IMPROVED OUTCOMES.”



ARC 3 — THRIVING COMMUNITY

Empowered caregivers become the builders of community. Through CAREkaki volunteer chapters, Volunteer Appreciation events, and the growing culture of peer-to-peer support within the CaringSG network, caregivers who have been supported become supporters themselves.

309 volunteers in 2025 extended CaringSG’s reach far beyond what staff alone could achieve — and 85% of participants reported feeling less isolated than before.

CAREKAKI — NEIGHBOURHOOD OUTREACH



Empowered caregivers become the builders of community. Through CAREkaki volunteer chapters, Volunteer Appreciation events, and the growing culture of peer-to-peer support within the CaringSG network, caregivers who have been supported become supporters themselves.

309 volunteers in 2025 extended CaringSG’s reach far beyond what staff alone could achieve — and 85% of participants reported feeling less isolated than before.

2025 AT A GLANCE



In April 2025, CaringSG launched the West Coast CAREkaki Chapter, officiated by Minister Desmond Lee.



New volunteer training was conducted in Jurong Central, extending the network’s reach into new communities.

“CAREKAKI BRINGS CARINGSG WHERE CAREGIVERS ARE — NOT WAITING FOR THEM TO COME TO US.”

CAREKAKI: BUILDING INCLUSIVE NEIGHBOURHOODS

CAREkaki continued to fulfil its mission of building inclusive, compassionate neighbourhoods by equipping grassroots leaders and community volunteers with the knowledge and confidence to recognise and respond to the needs of caregivers and persons with disabilities. In 2025, CaringSG successfully completed CAREkaki training and engagement initiatives in four new communities — Jurong Central, Kampong Chai Chee, Sengkang Central, and Buangkok — expanding the programme's footprint and strengthening local support ecosystems.

Graduates of the CAREkaki programme are now better positioned to identify caregiver needs within their neighbourhoods, connect residents to relevant support services, and champion a culture of inclusion in their communities. The impact has been far-reaching: increased community awareness of disability and caregiving issues, strengthened local volunteer networks, and enhanced collaboration between residents, volunteers, and community partners — all hallmarks of a more caring Singapore.



ARC 4 — STRONGER SOCIETY

The cumulative effect of thousands of caregivers who are better supported, more confident, and more connected is a society with greater resilience.

CaringSG's participation in the Pre-NS Forum, the SG60 Istana Open House, and the Bloomberg D4GX Accelerator in 2025 reflects the organisation's growing role not just as a service provider, but as an advocate and systems-builder — working towards a Singapore where caregivers are seen, heard, and supported at every level.



NATIONAL ENGAGEMENT

In 2025, CaringSG stepped into national-level conversations with greater confidence — reflecting the growing recognition of caregivers as a vital constituency in Singapore's social fabric.

PRE-NS FORUM | 5 APRIL 2025

Co-organised with SGFamilies, SAFRA, and SPARK, the Pre-NS Forum brought over 300 participants together to address one of the most underserved transitions in the caregiving journey: the period when a young person with special needs enlists in National Service.

Speakers and panellists who were former BMTC and NS commanders, NS-men and a caregiver, shared their experiences with navigating National Service for dependants with special needs. "Go in with a positive mindset. Trust your commanders — they will respect your needs," said CPL Gabriel Tan, a panellist.

The forum was complemented by a vibrant CAREcottage bazaar where caregiver entrepreneurs and their dependants with disabilities showcased their handicrafts — bringing community and creativity together in the spirit of inclusion.



300

Forum participants

67

CaringSG members

10,000+

Visitors across all events

SG60 ISTANA OPEN HOUSE AUGUST 2025

67 CaringSG members attended the Istana Open House under the theme "Together We Walk, Together We're CaringSG." The event reached more than 10,000 visitors, providing an extraordinary platform for the visibility of the caregiving community. Participants joined the National Day Istana Open House on 3 August 2025 — caregivers, volunteers, and staff walking together through the Istana grounds to mark Singapore's 60th birthday with community and meaning.

The CaringSG Walk @ Istana brought caregiver families on volunteer-led guided tours through the Japanese Garden and the historic Istana Villa, turning what might have been an overwhelming national event into an accessible, deeply memorable family experience. CaringSG also ran outreach and CAREcottage booths throughout the day, raising awareness and channelling proceeds from handmade crochet items back into community programmes. "Without this special arrangement, I don't think I would have had the courage to attend such a mega open house," one caregiver shared.



"THIS WILL BE A MEMORY WE WILL TREASURE FOR A LONG TIME."

COMMUNITIES DAY OUT @ ISTANA

Earlier in the year, CaringSG was part of the Communities Day Out @ Istana Open House — a festive celebration of community and culture in conjunction with Hari Raya and Labour Day. CaringSG's booth invited visitors to pause, reflect, and contribute to a shared Self-Care Board; to discover the Healing Journal; and to support handmade crochet items crafted by caregiver-led social enterprises.

Supported by staff, caregiver volunteers, and CAREcottage representatives, the booth became a quiet anchor in the midst of the festival — a space for real conversation and genuine connection. As volunteer caregiver Jasmine reflected: "It reminded me how powerful connection can be — just knowing you're not alone on this journey." Through both Istana activations in 2025, CaringSG demonstrated its growing role as a visible, trusted voice in Singapore's national conversation on care and inclusion.



"TOGETHER WE WALK, TOGETHER WE'RE CARINGSG — 67 MEMBERS AT THE HEART OF SINGAPORE'S SG60 CELEBRATIONS."

CHAPTER 4 OUR PEOPLE & COMMUNITY

VOICES, VOLUNTEERS, PARTNERS, AND THE WIDER WORLD THAT WALKS WITH US

IN THEIR OWN WORDS
The truest measure of impact

The most honest account of CaringSG’s impact is not in statistics — it is in the words of the caregivers themselves. The stories below are windows into what it means to be a caregiver who found CaringSG.

A VILLAGE OF HOPE

Maya's caregiving journey reflects the power of community and connection. Like many caregivers, she faced moments of uncertainty and overwhelm while navigating the challenges of supporting her loved one. What began as a journey marked by isolation gradually became one shaped by understanding, encouragement, and hope.

Through CaringSG's support ecosystem — CAREbuddy, CAREwell and CAREkaki, Maya found herself surrounded by a community that understood the realities of caregiving. More than programmes and services, these became sources of connection that reminded her she was not alone.

As she engaged with fellow caregivers and volunteers, Maya experienced the value of being supported by people who had walked similar paths. The encouragement she received helped her navigate difficult moments while building confidence and resilience along the way.

Her story reflects what happens when caregivers support caregivers. Through shared experiences, listening ears, and practical guidance, a network of support formed around her when she needed it most.

Today, Maya's story serves as a reminder that no caregiver should have to walk the journey alone. Through communities that come together to support one another, caregivers can find strength, belonging, and renewed confidence for the road ahead.

As we reflect on the impact of CaringSG's volunteers, Maya's journey reminds us that sometimes the greatest gift we can offer another caregiver is simply to be there - to listen, to encourage, and to walk alongside them through life's challenges.



MR JAIDEEP — FINDING CONNECTION THROUGH COMMUNITY

A STORY OF COMMUNITY AND BELONGING

Joined as a Premium Member during the outreach event “Dad Day Out”

Before discovering CaringSG, Mr Jaideep’s caregiving journey often felt isolating and disconnected. Like many caregivers, he navigated the daily realities of supporting his family while carrying the emotional weight that others around him did not always understand.

“Yes, sometimes people can be judgmental,” he shared. “That can make caregivers feel isolated.”

Everything began to change when he joined CaringSG through the “Dad Day Out” outreach event and became part of the community as a Premium Member. What first drew him in was the opportunity to connect with families facing similar challenges while enjoying meaningful activities together.

For Mr Jaideep, these gatherings became more than just events. They became safe spaces

where caregivers could openly share experiences, support one another, and feel understood without explanation.

“One of the moments I felt truly seen was when talking with different families during the event day,” he recalled.

Through CaringSG's inclusive community activities, Mr Jaideep found not only companionship but also renewed confidence and emotional wellbeing.

“It has definitely boosted my wellbeing after joining community events because of the inclusivity,” he shared.

For him, the meaning of community has evolved into something deeply personal.



Mr Jaideep's story reflects the importance of connection in the caregiving journey, a reminder that caregivers thrive when they are surrounded by understanding, inclusion, and a community that walks alongside them.

“IT’S LIKE AN EXTENDED FAMILY, WHERE WE CAN HAVE FUN ACTIVITIES TOGETHER.”

MS ESTHER SONG — FINDING STRENGTH THROUGH THE JOURNEY

Before finding CaringSG, Ms Esther often felt alone in her caregiving journey. Like many special needs (SN) caregivers, she carried not only the daily responsibilities of caregiving, but also the emotional weight of feeling misunderstood by the wider community.

“People always blamed my parenting style,” she shared. “They don’t understand that SN children are wired differently.”

The lack of understanding and support left her feeling isolated at times. Yet through CaringSG and programmes such as CareCottage, Ms Esther began discovering something equally important alongside caregiving support, the importance of caring for herself.

A self-care workshop became a turning point in her journey.

“We need to first care and love ourselves before we can continue to care for others,” she reflected.

Through the community, Ms Esther slowly rebuilt her confidence and discovered strengths

she never knew she had. Once hesitant to even speak to strangers, she now finds herself able to connect with others more openly and courageously.

“It is still a process for me to grow,” she shared honestly, “but CaringSG gave us opportunities to grow our character, grow what we are good at, and close the gap in our shortcomings.”

Inspired by her own journey, Ms Esther went on to start Kairos Moments, a small crochet initiative that brings together mothers with similar caregiving experiences. Through crocheting together, these caregivers not only find emotional support and friendship, but also create handmade items that can generate a source of livelihood and purpose.

What began as a personal coping activity has slowly grown into a supportive community where caregivers encourage one another while building confidence, skills, and resilience together.

Today, Ms Esther carries a renewed sense of empowerment, not only for herself, but for fellow caregivers as well. She hopes to challenge misconceptions surrounding special needs caregivers and remind others that caregiving mothers are not weak.

“SN moms don’t ask for sympathy,” she said. “We are strong and worthy mothers.”

Her motivation to continue showing up and giving back comes from a desire to support other caregivers walking similar paths, while helping the wider public better understand the resilience behind caregiving journeys.

To caregivers who feel overwhelmed or uncertain, Ms Esther offers this encouragement:

“There are many things you can’t change in life. Just take one step at a time. Grow your interests or hobbies as part of your respite. Remember that our journey is lifelong learning. Take simple enjoyment as your reward, and move on.”

Ms Esther’s story is a reminder that empowerment does not happen overnight. Sometimes, it begins simply with being seen, understood, and supported by a community that walks the journey together.



THE BUILDERS — OUR VOLUNTEER MOVEMENT

309 PEOPLE WHO GAVE MORE THAN THEIR TIME

Volunteers are not peripheral to CaringSG — they are central to everything we do. Many are caregivers themselves, bringing not just time and skills but lived experience and deep empathy to every interaction. When a CAREbuddy volunteer sits with a caregiver who is struggling, they bring something no professional qualification can replicate: the understanding of someone who has walked the same road.



2025 AT A GLANCE



Volunteers serve across every level of CaringSG’s work — as CAREbuddy peer supporters, CAREkaki chapter leads, event volunteers, and training facilitators. In 2025, milestones included the 5th Anniversary Volunteer Appreciation Day (12 July), the Volunteer Townhall (October), and new volunteer onboarding in West Coast and Kampong Chai Chee CAREkaki chapters.

For many volunteers, CaringSG offers as much as they give. 89% reported gaining new skills through their involvement — in facilitation, peer support, event management, or community outreach.

“309 VOLUNTEERS STEPPED FORWARD IN 2025 — EXTENDING CARE BEYOND WHAT ANY ORGANISATION CAN ACHIEVE ALONE.”

VOLUNTEER APPRECIATION DAY 2025

On 12 July 2025, CaringSG gathered its volunteer community to celebrate five years of heart-led action. Volunteer Appreciation Day brought together CAREbuddy peer supporters, CAREkaki chapter leaders, and event volunteers for an afternoon of music, recognition, and belonging — a moment to honour the people who make CaringSG's work possible, not just through their hours, but through their spirit.

The Very Special Choir moved the room with performances of Somewhere Over the Rainbow and Try Everything — caregivers and their children on stage together, a quiet embodiment of what inclusion looks and sounds like. Awards were presented, a birthday cake was shared, and five years of community were celebrated with full hearts.

As CEO Edwin Tan reflected: "From a simple question to a nationwide movement — together, we've empowered caregivers and built a community of compassion." Dr David Ang, PBM, captured the essence of the day: "The true impact of CaringSG is reflected in the unwavering commitment of volunteers, whose spirit fuels our mission to ensure every caregiver is well and empowered."



JOURNEY OF OUR HEARTS GALA DINNER 2025

In 2025, CaringSG commemorated its 5th Anniversary with the inaugural Journey of Our Hearts Gala Dinner, a milestone evening that brought together donors, stakeholders, partners, caregivers, and volunteers in a shared celebration of our journey and collective impact. We are grateful to Carlton Hotel Singapore for generously hosting the Gala Dinner and supporting the event through their donations, helping make this meaningful evening possible.

More than a commemorative event, the Gala Dinner was a resounding success in achieving its fundraising target through a well-coordinated, multi-pronged approach comprising table sponsorships, a live and pre-event art auction, and community-led online fundraising campaigns. This strong outcome reflects the confidence and generosity of our supporters, and has enabled CaringSG to secure critical resources to sustain and expand our programmes for caregivers of persons with special needs, strengthening our ability to respond to evolving needs on the ground.

Guest-of-Honour, Ms Rahayu Mahzam, Minister of State for Health and Minister of State for Communications and Information, graced the occasion and delivered an inspiring address that affirmed the vital role of caregivers and the importance of building a more inclusive and supportive ecosystem for families. Her presence underscored the national significance of caregiver support, and reinforced the shared responsibility across community, government, and partners to uplift and empower caregivers in their journey.

The evening programme was thoughtfully curated to reflect the heart of CaringSG's mission. Through powerful caregiver stories and community sharing, guests were given a deeper appreciation of the lived realities, resilience, and dedication of caregivers. A highlight of the night was the art auction, featuring original works generously contributed by artist Dawn Kwan, which not only added a unique experiential element but also deepened engagement around the cause.

At its core, the Gala Dinner was a celebration of unity and purpose, bringing together a diverse community connected by a shared commitment to supporting caregivers. The strong turnout and enthusiastic participation across all segments of our community demonstrated the strength of these relationships, and the collective belief in CaringSG's mission.

Journey of Our Hearts Gala Dinner 2025 stands as a defining moment in CaringSG's 5-year journey, not only in celebrating how far we have come, but also in catalysing the next phase of growth. By successfully mobilising resources, partnerships, and goodwill, the Gala has strengthened CaringSG's financial sustainability and enabled us to continue delivering impactful programmes that support, train, and empower caregivers across Singapore.



MEMBERSHIPS: BUILDING A STRONGER CAREGIVER COMMUNITY

At CaringSG, membership is more than a registration, it is a channel for caregivers to come together, build a common community, and find strength in shared experiences. It creates opportunities for caregiving families to connect with one another, access support and resources, and foster a sense of belonging within a community that understands the realities of caregiving.

In 2025, we welcomed 645 new caregivers into the CaringSG community, reflecting the growing need for connection and support among caregiving families. Through our CAREconnect initiatives and member engagement activities, 875 participations were recorded across a wide range of events, workshops, outings, and community gatherings.

These opportunities enabled caregivers and their families to build meaningful relationships, exchange experiences, and form supportive networks that extend beyond individual events. Post-event feedback showed that 90.5% of participants felt more connected after attending CAREconnect activities, highlighting the value of creating spaces where caregivers can come together, support one another, and develop a shared sense of community.

Beyond community engagement, CaringSG continued to enhance the value of membership through a growing range of benefits and privileges. Premium Members enjoyed exclusive discounts and offers across wellness, recreation, family activities, lifestyle services, and retail partners, helping to ease the caregiving journey while encouraging caregivers to prioritise their own well-being and family bonding opportunities. These partnerships reflect our commitment to supporting caregivers not only through programmes and services, but also through practical benefits that enrich everyday life.

As our membership community continues to grow, so does the strength of our collective voice. Together, we are building a more connected, informed, and resilient caregiver community, one where caregivers and their families can find friendship, support, and the reassurance that they do not have to journey alone.



PARTNERSHIPS & COMMUNITY

THE WIDER WORLD THAT WALKS WITH US

No organisation can build a truly supportive ecosystem for caregivers alone. CaringSG's impact in 2025 was amplified by the organisations, companies, and individuals who chose to walk alongside us.

BLOOMBERG D4GX GRANT AND ACCELERATOR

On 16 September 2025, CaringSG was announced as a recipient of the Bloomberg D4GX Grant and Accelerator — one of the year's most significant milestones. The grant recognises organisations using data and technology to drive social innovation, and reflects the credibility of CaringSG's approach.

The D4GX programme supports CaringSG's capacity to harness data for deeper impact measurement and more effective advocacy for caregiver communities.



PROGRAMME AND SECTOR PARTNERS

AMBERHEART FOUNDATION	CENTRE FOR FATHERING	CPF BOARD
KKH WOMEN'S & CHILDREN'S HOSPITAL	MENDAKI	MINISTRY OF EDUCATION
MOUNT ALVERNIA HOSPITAL	NATIONAL LIBRARY BOARD	SG ENABLE
SG FAMILIES, SAFRA, SPARK	SINGAPORE DISABILITY SPORTS COUNCIL	AND MANY OTHERS

CARECOTTAGE — CAREGIVER ENTERPRISE

CAREcottage is CaringSG's caregiver enterprise initiative — creating opportunities for caregivers to develop, showcase, and grow social enterprises and creative products in a supported community environment. In April 2025, CAREcottage hosted a Bazaar at Toa Payoh SAFRA, bringing together caregiver entrepreneurs in a marketplace environment that celebrates creativity and community. CAREcottage is perhaps the most literal expression of the CaringSG theme: built by caregivers, for caregivers.



CHAPTER 5 STEWARDING TRUST AND ACCOUNTABILITY

CaringSG is committed to the highest standards of governance and financial transparency. The information in this chapter reflects the structures, decisions, and stewardship that keep the community's trust — and that make everything else in this report possible.

BOARD OF DIRECTORS AND KEY COMMITTEES

CaringSG's Board of Directors provides strategic oversight and governance of the organisation. The Board is committed to the highest standards of accountability, transparency, and mission stewardship.



Front row (left to right): Remy Choo Chin Ku, Dr Djoni Huang Sian Wei, Sunil Gladson Peter, Sylvia Lim Keng Neo
Back row (left to right): Mohamad Helmy bin Mohd Isa, A/Prof El'fred Boo Hian Yong, Vicki Heng Su Lin, Dr Leow Wen Pin, Dr Tan Jit Seng, Dr David Ang Khoon Seng




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 / Financial Committee Chairman has a term limit of four years. None of the Board Members have served more than 10 consecutive years.



BOARD OF ADVISORS


Our Board Advisors bring deep experience and heartfelt commitment to CaringSG. Mdm Rahayu Mahzam and Ms Denise Phua offer invaluable insights as both community leaders and caregivers, while Dr Gerard Ee provides strategic guidance on governance and sector transformation. Together, they help steer our mission to empower caregivers and build an inclusive Singapore.



“Alone, one can do so little. Together, we can achieve much more.”

- Ms Denise Phua Lay Peng -

- Mayor, Central Singapore District
- Grassroots Advisor, Jalan Besar GRC (Kampong Glam)



“Every community should be inclusive, and the diversity of individuals makes the community vibrant.”

- Dr Gerard Ee Hock Kim -

- Chairman, Agency for Integrated Care & Charity Council
- Advisor, Institute of Singapore Chartered Accountants (ISCA)



“When caregivers unite, when communities grow, beautiful things happen.”

- Mdm Rahayu Mahzam -

- Minister of State, Ministry of Digital Development & Ministry of Health
- Grassroots Advisor, Jurong East-Bukit Batok GRC (Bukit Batok East)

BOARD PROFILES

Name	Designation	Appointment Dates	Meetings Attended in 2025	Occupation	Past Appointment & other Experiences
ANG KHOON SENG, DAVID PBM	Board Chair	28 Jun 2023 - to date	4/5	Founder and Managing Partner - ACE & Consulting Pte Ltd	Board Advisor, Wateroam Pte Ltd; Chairman & Founder, IPGA Pte Ltd; Chairman, CaringSG Ltd; Executive Chairman, Rescapr Pte Ltd; Founding Chairman, Family Life Committee - Northeast CDC; Founding Chairman, Board of Family Life - Methodist Church Spore (CAC); Council of Elders, Gatekeepers Singapore Ltd; Council & Board, Elijah 7000; General Council & Judicial Council, Methodist Church of Spore; Member, Singapore Institute of Directors.
DJONI HUANG SIAN WEI PBM	Board Co-Chair Nomination & Human Resource Committee (NHRC)	28 Jun 2023 - to date 1 Apr 2025 - to date	4/5	Director, Clinical Services Mount Alvernia Hospital	Board Member & Chairman of Medical Committee, Nam Hong Welfare Services Society
EL'FRED BOO HIAN YONG	Board Member Audit & Risk Committee (ARC) Chair	1 Jan 2021 - to date 1 Jan 2021 - to date	4/5	Associate Professor, Assistant Dean, Nanyang Business School, NTU	FSID (Singapore Institute of Directors); FCA (Singapore), CA (ICAAANZ); Audit Committee member of SCELSE; Various Committees in ISCA and SID
CHOO CHIN KU REMY	Board Member Strategy & Development Committee (SDC) Chair	1 Dec 2020 - to date 1 Apr 2024 - to date	5/5	Director (Industry Development Division 2) of SkillsFuture Singapore	Director and Chief Assessor (Regulation Division) SkillsFuture Singapore; President, Paracycling Federation of Singapore; Board Member, Cerebral Palsy Alliance Singapore; Career Coach
KWEK KON YEOW (GUO GONGYOU) (Stepped down with effect from 12 Jan 2026, long leave of absence from Aug 2025)	Board Member Fundraising & Partnership Committee Vice-Chair	1 Dec 2022 - to date 1 Apr 2024 - to date	1/5	Senior Vice President, Clinical Development, Hummingbird Bioscience	Vice President, Clinical Development, Akeso Inc; Honorary Clinical Lecturer, NUS
SYLVIA LIM KENG NEO	Board Member Fundraising & Partnership Chair	1 Dec 2022 - to date 1 Apr 2024 - to date	5/5	Training in disability support for over 18yo in Western Australia	Executive Director, Standard Chartered Private Bank; Executive Director, UBS AG; CEO, RheinGold Family Office; Director, Partnerships, Philanthropic Asia Alliance, Temasek Trust
HENG SU LIN (XING SULING)	Board Member Audit & Risk Committee (ARC) Vice-Chair	1 Dec 2020 - to date 1 Dec 2020 - to date	3/5	1 April 2026 - Managing Director of Linea Law LLC (formerly known as Vicki Heng Law Corporation)	Partner, Ravindran Associates; Partner, Donaldson & Burkinshaw

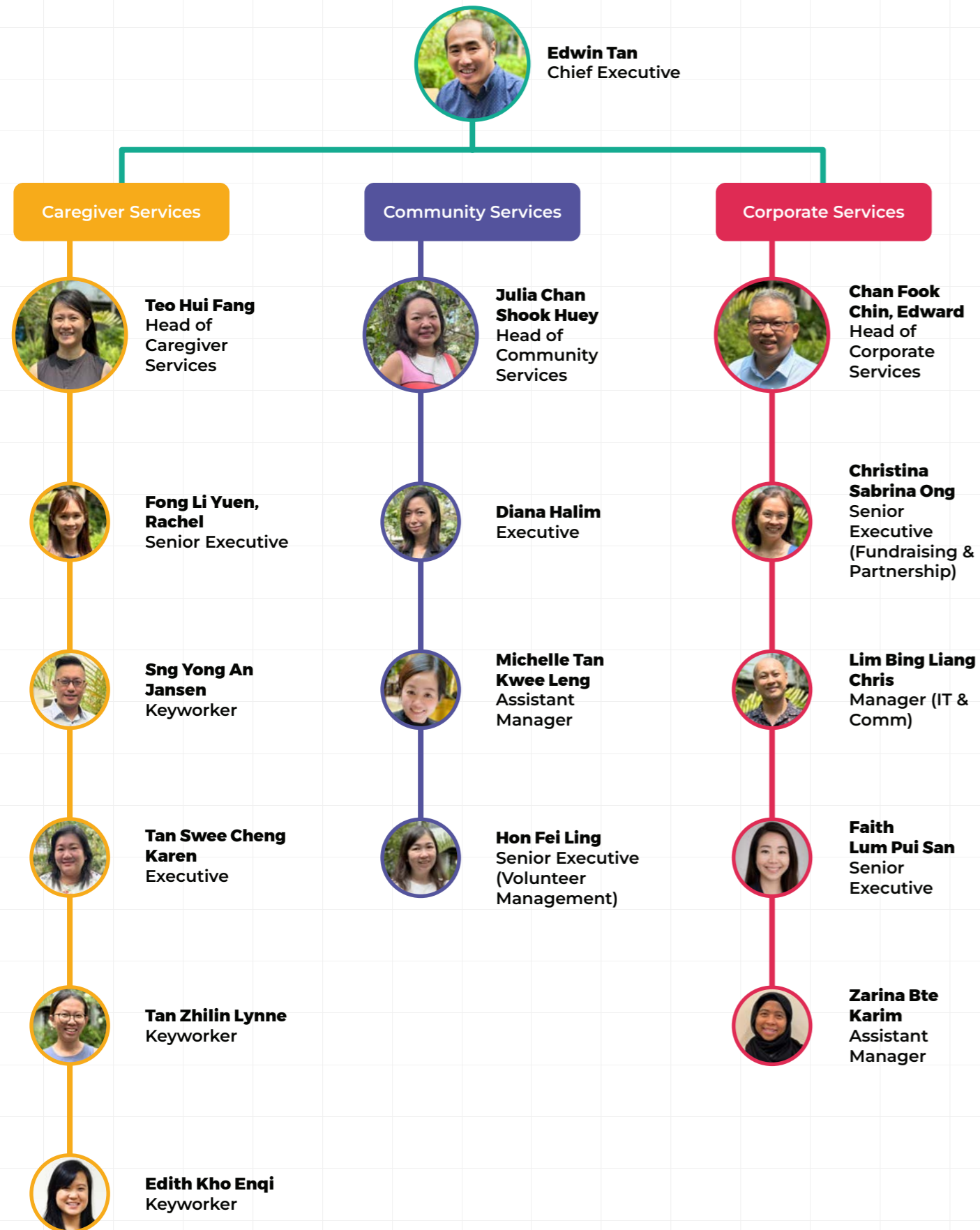
Name	Designation	Appointment Dates	Meetings Attended in 2025	Occupation	Past Appointment & other Experiences
TAN JIT SENG (CHEN RISHENG)	Board Member Strategy & Development Committee (SDC) Vice-Chair	1 Dec 2023 - to date 1 Apr 2024 - to date	5/5	Founder and Director, Lotus Eldercare Pte Ltd	Founder and Director, Prescience PresbyRobotics Pte Ltd; President, Caregiving Welfare Association; Chairperson of Advisory Board, Eldex Asia Exhibition and Conference; First Vice President, Gerontological Society of Singapore; Adviser and Collaborator, Woodang Network (South Korea); Advisor, Will & Well (Singapore); Ordinary Member, College of Family Physician, Singapore; Associated Member, Society for Geriatrics Medicine Singapore; Part of ILPN in GOLTC
NURHIDAYATI BINTE MOHAMED SUPHAN (Stepped down with effect from 5 Mar 2025)	Board Member Treasurer & Finance Committee Vice-Chair	1 Dec 2020 - 4 Mar 2025 1 Dec 2020 - 4 Mar 2025	N/A	Consultant Obstetrician and Gynaecologist, Pacific Healthcare Holdings Ltd	Medical Director, Pacific Surgical and Endoscopy Centre; O&G Specialist, NUH; Vice President, Muslim Healthcare Professionals Association; Board member, Casa Raudha; Member, Islamic Religious Council of Singapore (MUIS); SGCares Steering Committee
SUNIL GLADSON PETER	Board Member Finance Committee Chair/Treasurer	1 Apr 2024 - to date 5 Mar 2025 - to date	4/5	Vice President, Finance & Shared Services, AUM Biosciences Pte Ltd	Rock Management Services Pte Ltd CFO, ACHIKO; Board Director, Bishan Home for the Intellectually Disabled; CEO, Singapore Indian Chamber of Commerce and Industry
LEOW WEN PIN	Board Member	1 Nov 2025 - to date	N/A	Assistant Professor, Singapore Bible College	Board Chairman, Koinonia Inclusion Network; Board Chairman, Our Father's World; Fellow & Missional Care Committee Member, St Luke's Eldercare; Advisor, Centre for Autism and Theology, University of Aberdeen
MOHAMAD HELMY BIN MOHD ISA	Board Member	1 Nov 2025 - to date	N/A	Senior Director, Religious Talent Development, MUIS	Senior Director, Strategy and Transformation MUIS (2021 - 2025); Senior Director, Mosques and Community Development, MUIS (2018 - 2021); Member, Muhammadiyah Health and Daycare Centre Management Committee

Remuneration Disclosure

In alignment with our commitment to transparency and good governance, we disclose that no member of the CaringSG Board received any remuneration in 2025 for their service. All Board members contribute their time and expertise on a voluntary basis in support of CaringSG's mission.

ORGANISATION CHART

CaringSG is led by Chief Executive Edwin Tan, who took on the role on 1 January 2025. Founding Executive Director Dr. Lim Hong Huay continues as Emeritus Chair and Ambassador — bringing continuity of vision as the organisation enters its next phase.



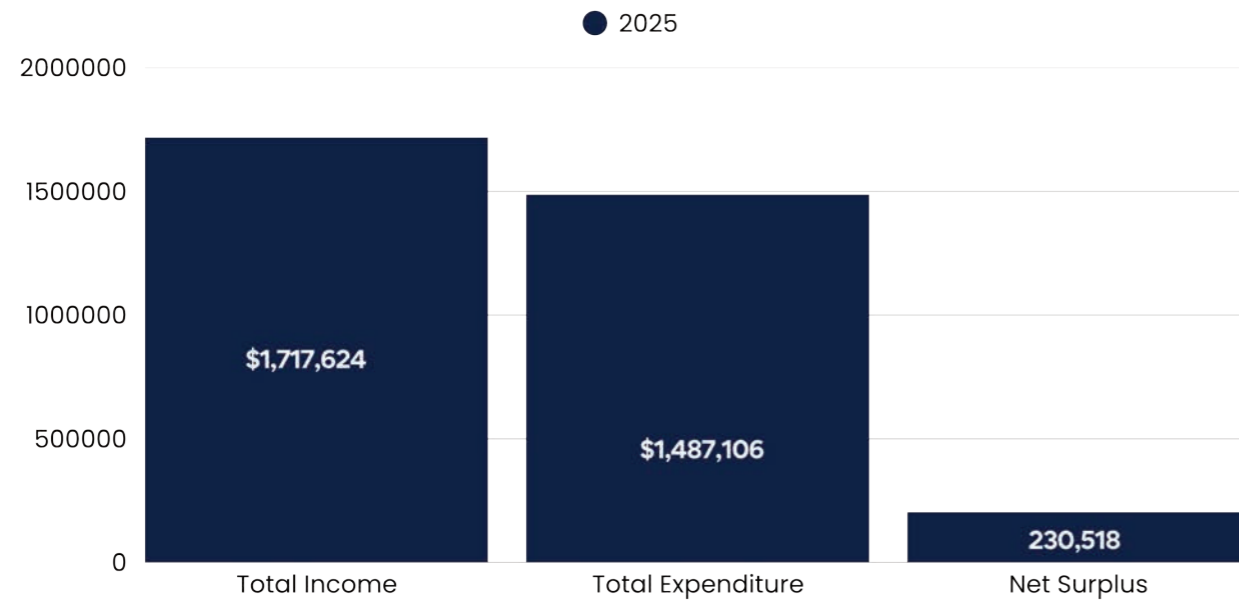
OVERVIEW OF CHARITY

Date of Incorporation	28 October 2020
Date of Registration under Charities Act	03 June 2021
Charity Registration Number / UEN	202034409E
Registered Address	22 Lengkok Bahru, #03-06, Singapore 159053
IPC Status	19 January 2026 to 18 January 2028
Banker	DBS Bank Ltd Maybank Singapore Limited
External Auditor	Ark Alliance LLP

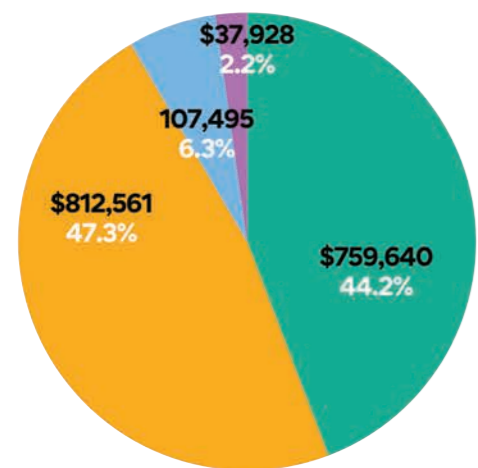


SUMMARY OF FINANCIAL STATEMENT

2025 INCOME & EXPENDITURE

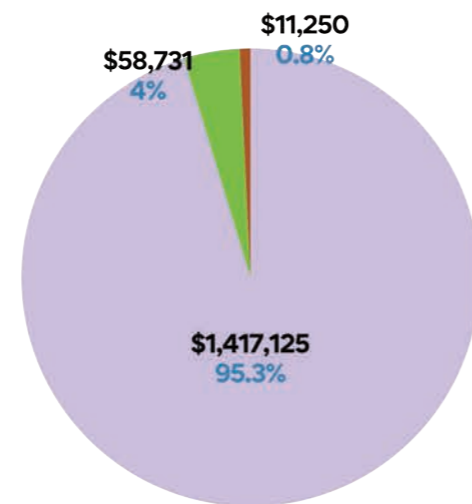


BREAKDOWN OF INCOME TOTAL INCOME 2025 \$1,717,624



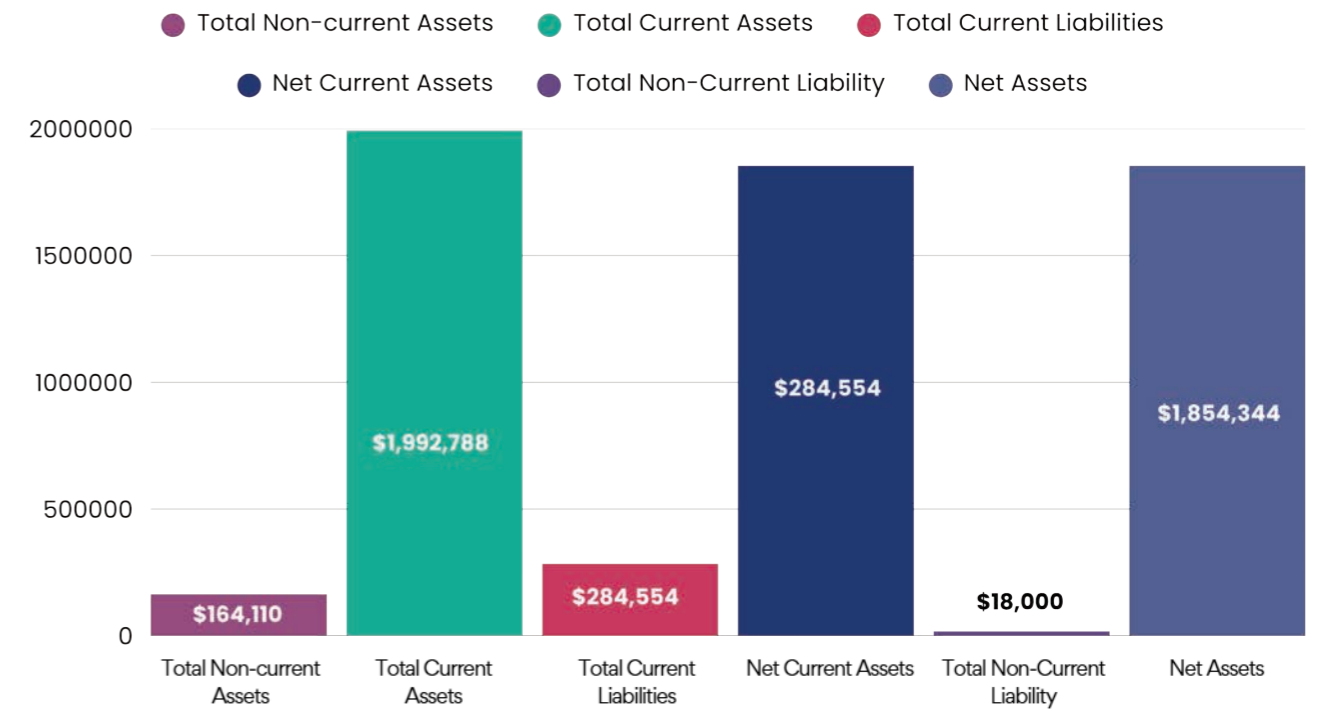
- INCOME FROM CHARITABLE ACTIVITIES
- INCOME GENERATED FROM ACTIVITIES
- VOLUNTARY INCOME
- OTHER INCOME

BREAKDOWN OF EXPENDITURE TOTAL EXPENDITURE 2025 1,487,106

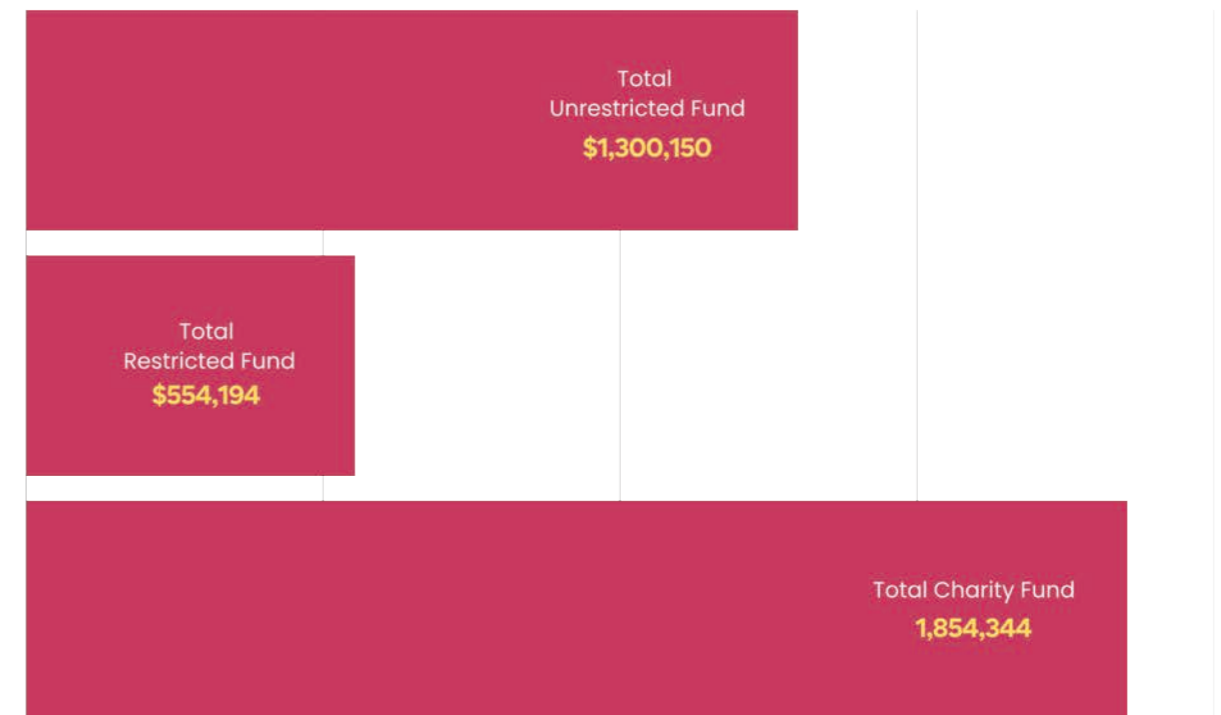


- CHARITABLE ACTIVITIES
- COSTS OF GENERATING FUNDS
- GOVERNANCE COSTS

2025 BALANCE SHEET



TOTAL CHARITY FUNDS



The full Audited Financial Statement is available here:

[Download](#)

GOVERNANCE EVALUATION CHECKLIST

SN	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing Board members upon joining the Board.	1.1.2	Complied	
	Are there governing Board members holding staff appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing Board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing Board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing Board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
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")		No	
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	

SN	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
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 Volunteer² 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")			
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
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")			
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	

SN	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")			
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	
Disclosure and Transparency				
24	The charity discloses in its annual report –(a) the number of Board meetings in the financial year; and(b) the attendance of every governing Board member at those meetings.	8.2	Complied	
	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		
26	The charity discloses the exact remuneration and benefits received by each governing Board member in its annual report.ORTThe charity discloses that no governing Board member is remunerated.	8.3		
	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 – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing Board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

SN	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
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 ³ belonging to the Executive Head ⁴ or a governing Board member of the charity;(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.ORTThe 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.	8.5	Complied	

Public Image

30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	
----	--	-----	----------	--

Notes:

1. Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
2. Volunteer: A person who willingly serves the charity without expectation of any remuneration.
3. Close member of the family: A family member belonging to the Executive Head or a governing Board member of a charity –
 - (a) who may be expected to influence the Executive Head's or governing Board member's (as the case may be) dealings with the charity; or
 - (b) who may be influenced by the Executive Head or governing Board member (as the case may be) in the family member's dealings with the charity.
- A close member of the family may include the following:
 - (a) the child or spouse of the Executive Head or governing Board member;
 - (b) the stepchild of the Executive Head or governing Board member;
 - (c) the dependant of the Executive Head or governing Board member.
 - (d) the dependant of the Executive Head's or governing Board member's spouse.
4. Executive Head: The most senior staff member in charge of the charity's staff.

Declaration

CaringSG's governing Board has approved this Governance Evaluation Checklist and authorised the management to submit on its behalf. All information given by the management in this checklist submission is true to the best of the team's knowledge and the management have not wilfully suppressed any material fact. The full responsibility for providing accurate and updated checklist information will rest with CaringSG's governing Board.

CORPORATE GOVERNANCE

CaringSG was incorporated on 28 October 2020 and is a company limited by guarantee, governed by its Constitution. Committed to practising the highest standards of governance when discharging its roles and responsibilities, the Board is guided by best practices in the corporate and voluntary sectors, especially those recommended by the Code of Governance for Charities and Institutions of a Public Character (“Code”).

ROLES AND RESPONSIBILITIES

BOARD

The Board’s primary role is to provide strategic counsel to CaringSG and monitor the Management’s performance. It ensures that the organisation’s resources are effectively and efficiently managed and that there are processes in place to ensure that CaringSG complies with all applicable laws, rules, and regulations, particularly our Constitution and the Code.

BOARD COMMITTEES

Five Board Committees assist the Board in making better decisions and improve on its oversight of management and its accountability to stakeholders. They comprise:

1. Strategy & Development Committee
2. Finance Committee
3. Fundraising & Partnership Committee
4. Audit & Risk Committee
5. Nomination and Human Resource Committee

These Board Committees meet separately, provide suggestions and recommendations to the Board at its quarterly Board meetings.

BOARD MEETINGS

Board meetings were held to review the Company’s plans, financial position, key programmes and services, and monitor the achievement of desired outcomes and key performance targets.

The Board Directors are also briefed on compliance-related matters during the respective Board and Committee meetings. The Board will approve the following year’s workplan and annual budget at the last meeting of the financial year.

A total of five Board meetings were held in the financial year 2025.

CONFLICT OF INTEREST POLICY

All Board members and staff were required to comply with the Charity’s Conflict of interest policy. The Board had put in place documented procedures for Board members and staff to declare actual and potential conflicts of interests on a regular and need-to-basis. Board members also abstained and did not participate in decision-making on matters where they had a conflict of interest.

WHISTLE-BLOWING POLICY

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

ANNUAL REMUNERATION DISCLOSURE

Remuneration Bands	No Of Executives
>\$100,000	2
<\$100,000	2

There is no paid staff, being a close member family member related to the CEO or a Board Member, who has received remuneration exceeding \$50,000 during the financial year. No staff is involved in setting their own remuneration.

The Board members do not receive any fees or remuneration for Board services rendered. None of the Board members has provided any services to CaringSG other than in the capacity of a Board member.

RESERVES POLICY

In accordance to the purposes laid out in CaringSG’s strategic plan for 2022-2025, we target to maintain a reserve ratio of 0.5 – 1.0 in this period, to ensure financial prudence.

For 2025, with total unrestricted funds carried forward of \$1,300,150; the reserve ratio for CaringSG in 2025 is 0.7, which is within the target reserve ratio.

FUTURE PLAN AND COMMITMENTS

Fundraising plays a crucial role in sustaining CaringSG’s work, as the charity relies heavily on fundraising efforts to support its operations, programmes, and new initiatives. In FY2025, CaringSG will launch its fundraising campaign, “No One Never Carries Alone”, with a target of raising \$680,000.

Beyond scaling up its existing programmes, CaringSG also aims to introduce new programmes and services to better meet the evolving needs of caregivers, persons with disabilities, and their families in the community.

BUILD WITH US

AN INVITATION TO CAREGIVERS, SUPPORTERS, AND COMMUNITY

EVERY CAREGIVER IN SINGAPORE DESERVES TO FEEL SEEN, SUPPORTED, AND EMPOWERED

Five years ago, a group of caregivers asked a simple question: who looks after the caregiver? What grew from that question is the community you have just read about — 6,000 members, 309 volunteers, hundreds of partners, and thousands of lives touched.

But that question has not been fully answered. There are caregivers in Singapore who have not yet found CaringSG. Families navigating their journey alone. Communities that have not yet been reached. The work continues — and it continues with you.

 <p>JOIN US – BECOME A MEMBER</p>	 <p>VOLUNTEER WITH US</p>
<p>CaringSG membership connects you to a community of fellow caregivers, a calendar of events and activities, access to training and support programmes, and a network of professionals who understand your journey. Whether you are new to caregiving or have been on this road for years, you belong here.</p>	<p>If you have lived experience as a caregiver, or skills and time to offer, CaringSG has a volunteer role for you. From CAREbuddy peer support to CAREkaki community outreach, from event facilitation to training support — your contribution makes a direct and meaningful difference.</p>
 <p>PARTNER WITH US</p>	 <p>DONATE</p>
<p>Organisations that share CaringSG's commitment to caregivers are warmly invited to explore partnership — through programme collaboration, staff training, fundraising, or corporate giving. Together, we can extend our reach and deepen our impact.</p>	<p>Your donation enables CaringSG to sustain and grow its programmes — reaching more caregivers, training more volunteers, and building a community where every caregiver can thrive. All donations to CaringSG are eligible for 2.5x tax deduction under our IPC status.</p>

