



Strengthening Community Resilience

IMPACT REPORT 2025



VISION

To realise Singapore Red Cross as a leading and distinctive humanitarian organisation that brings people and institutions together in aid of the vulnerable.

MISSION

Singapore Red Cross is dedicated to relieving human suffering, protecting human lives and dignity and responding to emergencies.

CORE VALUES

Compassion, Passion, Professionalism

ABOUT SINGAPORE RED CROSS

Singapore Red Cross is a homegrown humanitarian organisation, dedicated to relieving human suffering, protecting lives and dignity, and responding to emergencies since 1949. We serve the vulnerable through our blood donor programme, home and day activity centre for the disabled, senior services, community outreach for family, children & migrants, and civil response. We build capacity and resilience in the community through our training academy, volunteer and youth development.

Beyond our shores, we mobilise and translate contributions from the donor community to relief and recovery, rehabilitation and reconstruction efforts, with the aim of helping communities affected by disasters.

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Impact at a Glance 2025

Volunteer Mobilisation

8,380
New Volunteers Onboarded

121,235
Volunteering Hours Contributed Across

27,124
Volunteer Deployments across local and international programmes

964
Volunteering Events organised

Humanitarian service to local and international communities



Red Cross & Day Activity Centre for the Disabled

Residential and Day Care for **146** Persons with Disabilities

Introduced animal-assisted activities and water therapy initiatives



National Blood Donor Programme

77,567
blood donors

127,933
Whole Blood Units collected, supporting 100% of the nation's blood transfusions needs for

34,684
patients



Red Cross Youth

3,000
Juniors from

145
Preschools

4,956
Youth (Links & Cadets)

1,263
Chapter Members

220
Youth@Community

Developing the next generation of humanitarian leaders



Singapore Red Cross Academy

17,092
First Aiders Trained and Certified

3,949
Psychological First Aiders Trained

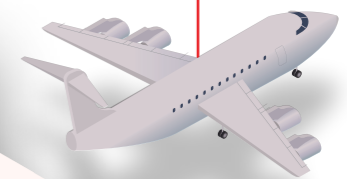
Forging stronger, more resilient communities



Global Engagement

Approximately **1.5 million** people in crisis situations received aid through relief, recovery, rebuilding, and rehabilitation efforts across **18 territories**

Over **1,000** individuals across the region engaged through capacity building and thought leadership efforts



Senior Services

2,000
Elderly cared for by Home Monitoring & Eldercare (HoME+) with a network of

160
Community Responders

976
ElderAid Seniors supported by a network of

474
ElderAid Volunteers across Sengkang and Punggol



Medical Chaperone & Transportation

9,200
Medical Transport Trips with the support of

93
Community Responders trained chaperones and a fleet of

10
Transporters



Community First Aid

1,850
Community FirstAid Volunteers

Attended to **1,064** casualties while on duty, at

250
park deployment shifts and

56
national and community events



Community Health outreach for Wellness

17,245
Migrant workers and migrant domestic workers engaged

6
Last Mile Assistance Repatriation Cases



Family LifeAid

104
Students supported through Young Hearts with

60
Volunteers mentoring, tutoring and befriending

Provided **Meals with Love** vouchers and care packs for

604
families with the support of over

170
volunteers



2025 Highlights

First Quarter



- SRC held an interactive booth at ARTBOX 2025, inviting members of the public to learn more about the programmes and to donate blood.
- In response to the ceasefire in Gaza, SRC scaled up its humanitarian efforts by committing S\$700,000 worth of relief supplies to support the needs of affected communities and launched a fundraising appeal.
- Following the Northeast Monsoon floods in November 2024, SRC made a contribution of S\$50,000 and provided 101 water filters to support the Malaysian Red Crescent and deployed two personnel to visit Kubang Pasu in Kedah, Malaysia.
- The Charity Golf and Dinner brought together 144 golfers and raised over S\$465,000 for SRC's beneficiaries.
- In response to the 7.7-magnitude earthquake that struck Central Myanmar and Thailand on Friday afternoon, SRC committed S\$150,000 to support emergency relief efforts, launched a fundraising appeal, and opened its doors to those in Singapore affected by the earthquake to provide Psychological First Aid.

Second Quarter



- The Red Cross Home for the Disabled (RCHD) held the 'Portraits of Love' exhibition, bringing residents, families, staff and volunteers together for a heartfelt afternoon of celebration and fellowship.
- SRC continued its 75th Anniversary celebrations at Safra Toa Payoh and then rotated across West Coast Plaza and One Holland Village.
- Under the theme 'Empowering Youths for Humanity', the Red Cross Youth honoured more than 250 award recipients for their recognition and appreciation through awards such as the Director's Award and Excellent Unit during World Red Cross Day, and welcomed close to 800 new Red Cross Youth cadets.
- SRC held a press conference to address the escalating humanitarian needs in Myanmar and the Middle East and observed a minute of silence in remembrance of the Palestine Red Crescent volunteers who were killed.
- At World Blood Donor Day, 2,076 blood donors and 37 organisations were recognised for their steadfast role in saving lives and continuous support for the National Blood Programme. For the first time, the World Blood Donor Day after-party was hosted, featuring Singapore-based K-culture media powerhouse, +82.

Third Quarter



- As part of the SRC's own efforts to support the Grateful Hearts Day annual fundraiser, the 'TGIF: Thank Goodness It's Fundraising!' was held at the Red Cross House, raising more than S\$2,500 in four hours.
- The Red Cross Youth's annual Project R.I.C.E.+ fundraiser raised S\$630,000 to purchase 42,000 bundle sets to distribute to 32,000 individuals and families.
- In response to the 6.0 magnitude earthquake that struck southeastern Afghanistan, SRC committed S\$50,000 and launched a public fundraising appeal.
- At the annual Singapore Red Cross Awards Ceremony, over 300 youth leaders, volunteers, donors, and partners were recognised for their unwavering spirit of humanity.
- In response to the monsoon floods in Pakistan, SRC committed S\$50,000 and launched a fundraising appeal to support the communities ravaged by the floods.
- SRC held the inaugural Humanitarian Week, hosting a dinner reception, a closed-door dialogue, and reimaged the 10th Singapore Humanitarian Conference for a two-day event, guided by the theme "Power of You: Force for Humanity".
- The third Singapore Red Cross Volunteer Convention brought together 500 attendees and discussed the "Power of You: Force for Humanity" during its panel discussion.
- The National Blood Programme launched the inaugural National Blood Dialogue, bringing together nearly 500 young voices under the theme 'Let's Talk Drip: Your Voice, Your Impact' to empower youth in shaping Singapore's blood donation future.

Fourth Quarter



- SRC launched the Home Monitoring and Eldercare (HoME+) 2.0 and held a panel discussion, "Reimagining Eldercare in Singapore: Innovations, Integration & Inclusion" which brought together 50 stakeholders to explore collaborative models for a sustainable and inclusive future for ageing in Singapore.
- At the 10th year anniversary of the Bloodbank@Westgate Tower, the National Blood Programme launched an enhanced "Adopt a Bloodbank" programme to forge sustainable partnerships to create a vibrant blood donation scene in Singapore.
- The Red Cross Junior hosted the inaugural RCJ x Friends in Harmony Concert, featuring young talents from five pre-schools under their programme.
- In response to the floods caused by three consecutive storms: Ragasa, Bualoi and Matmo, the SRC contributed S\$50,000 to support immediate relief efforts by the Viet Nam Red Cross.
- In response to the devastation caused by the 6.9-magnitude earthquake that struck Cebu, SRC contributed S\$50,000 to support the Philippine Red Cross (PRC), launched a public fundraising appeal, and deployed 30 units of pre-positioned water filters to meet the WASH needs of affected communities.
- In response to severe monsoon rains, tropical storms, and cyclones, which have triggered widespread flooding and landslides across Southeast Asia and Sri Lanka, SRC committed S\$250,000 to support immediate relief efforts in Indonesia, Malaysia, Sri Lanka, Thailand and Vietnam.
- To further support the Sri Lanka Red Cross Society's ongoing relief operations after Cyclone Ditwah, SRC deployed a team of four trained responders to Sri Lanka and launched a fundraising appeal.
- Benjamin William, Secretary General of the Singapore Red Cross, won the IPRS PRISM Awards 2025 for Outstanding Communications Champion.

MESSAGE FROM THE Chairman and Secretary General / CEO



Photo by Volunteer Allan Tee

Tan Kai Hoe
CHAIRMAN

Benjamin William
SECRETARY GENERAL/CEO

Delivering the Singapore Red Cross' 2021–2025 Strategic Plan marked a significant milestone in expanding the reach and impact of our humanitarian services and strengthening community resilience. Many of the initiatives we introduced—such as the 24-hour Home Monitoring service for seniors living alone, pandemic preparedness, and regional capacity-building with sister National Societies—have proven timely and effective, particularly against today's challenging local and global humanitarian backdrop. We now stand at the start of a new chapter. What we do in the coming five years will shape the Singapore Red Cross' continued relevance as a trusted partner in addressing the humanitarian and social challenges ahead.

Early in our last five-year plan, as we worked to strengthen our local presence, the COVID-19 pandemic brought new and urgent social needs. SRC stepped forward to support individuals and families during their most difficult moments, through essential programmes for persons with disabilities, seniors living alone, children and youth from lower-income households, and our migrant brothers and sisters. Their stories, and the impact made possible by your support, are shared in this report.

As Singapore becomes a super-aged society, we are sharpening our focus on strengthening eldercare support and home safety so seniors can age in place with confidence. We enhanced the HoME+ (Home

Monitoring and Eldercare) programme to enable earlier risk detection and faster response. Supported by a network of community responders, HoME+ combines technology with human connection to provide reassurance and greater peace of mind for seniors and their caregivers.

We secured 100% of Singapore's blood supply—128,000 units—to meet the nation's transfusion needs. To nurture the next generation of donors, we convened the inaugural National Blood Dialogue, empowering youth to champion donation in their communities. We also strengthened collaboration with community and corporate partners through the "Adopt a Bloodbank" programme at World Blood Donor Day, and will continue partnering well-loved brands to make blood donation a sustainable lifestyle.

Internationally, SRC responded to disasters and crises, including the Gaza humanitarian crisis and the Myanmar–Thailand earthquake, delivering critical aid and support to approximately 1.5 million people across 18 countries. We also strengthened capacity-building, disaster preparedness and response, and pandemic preparedness programmes for National Societies in Southeast Asia. As a small state, Singapore benefits from close cooperation with other small states; we have therefore engaged partners in countries such as Bhutan, Botswana, Lesotho and the Maldives to enhance our collective ability to respond to emerging crises.

Strong programmes begin with strong people. Through our Academy, we are strengthening the mental health dimension of our work by equipping volunteers and responders with essential skills, including Psychological First Aid. Following the Myanmar–Thailand earthquake, we established a safe space in Singapore within 48 hours, offering Mental Health and Psychosocial Support activities for Burmese and Thai communities affected by the disaster. In 2025, our Academy trained more than 21,000 people in critical skills such as first aid, CPR and AED use. We also delivered 2,600 man-hours of community first aid support at national and community events, and in public parks.

Advancing Thought Leadership: Catalyst and Convenor

Beyond our international response and recovery efforts, we continued to convene platforms that drive dialogue and action on pressing humanitarian issues. We launched the inaugural Humanitarian Week, anchored by the 10th Singapore Humanitarian Conference, bringing together diverse stakeholders to advance discussions on climate resilience, mental wellbeing and the evolving role of digital communities in humanitarian action. Humanitarian Week also deepened engagement across multiple fronts—from strengthening ties with diplomatic and international humanitarian communities, to facilitating exchanges on operating in complex conflict environments—reinforcing SRC's role as a catalyst for more integrated and collaborative humanitarian responses.

SRC also contributed to regional and global conversations through platforms such as the Global Heat Health Information Network and focused dialogues on humanitarian crises. As heat and climate hazards intensify in Singapore and beyond, we are committed to strengthening our readiness and support for communities.

In an increasingly complex and fast-changing environment, we must continually identify effective solutions—including those pioneered in the private sector. To catalyse cross-sector collaboration, SRC organised the "Investing in Humanity" Roundtable with the IFRC, in partnership with Aon and AVPN, engaging the business, finance and philanthropy sectors to explore innovative financing instruments and models that strengthen community resilience. On the International Day of Older Persons, SRC convened the "Reimagining Eldercare in Singapore: Innovations, Integration & Inclusion" panel discussion with RMIT University to explore sustainable eldercare solutions.

Mobilising the Power of Humanity: Partnerships and Volunteerism

Our 27,000 members and volunteers remain the cornerstone of SRC's humanitarian work, sustaining our mission through compassion and commitment. Through leadership development, skills-building and meaningful platforms such as our annual Volunteer Convention, we continue to strengthen a volunteer ecosystem grounded in service, shared purpose and impact.

Our inclusive 9,500-strong Red Cross Youth movement continues to contribute to social good, and shape a more compassionate society through ground-up initiatives such as Project R.I.C.E.+ and Project SWIFT (see page 50). By mobilising their peers and rallying public support, our youths translate collective action into tangible impact for families and seniors in need. Through service learning, leadership development and hands-on action, they are growing as the next generation of humanitarians—and demonstrating the power of youth as a force for good.

Purposeful partnerships deepen impact and engagement. Our collaboration with Invade Co enabled the first blood donation drive at the Artbox creative festival, bringing our humanitarian mission closer to youth and young adults. With the support of Stellar Lifestyle, we featured our causes and learning opportunities across 800 bus shelters and train

stations, rallying more people to join our movement. We are also grateful to our community fundraisers and corporate donors—whose sustained support translates into help and hope for those in need.

Towards a Future-Ready and Relevant Singapore Red Cross

As part of our sustainability commitment, SRC has begun reducing our environmental footprint by progressively transitioning our fleet to cleaner-energy electric vehicles. While modest in scale, these steps reflect our intent to embed environmental responsibility across the organisation and align with national and global efforts towards lower emissions and climate-conscious practices. Sustainability will remain a priority as we enter the next chapter of SRC's history.

Our Council members, staff and volunteers have co-created the 2026–2030 Strategic Plan to strengthen readiness and responsiveness in an increasingly complex humanitarian landscape, and to improve the systems that help communities anticipate, adapt and respond. We will also refresh and reinvigorate the Humanitarian Innovation and Technology Committee, with the ambition of positioning SRC as a leading regional contributor to humanitarian innovation.

We live in an era of escalating crises—often complex and increasingly shaped by environmental factors, including climate change. Across Asia-Pacific, the world's most disaster-prone region, climate-driven shocks, health emergencies and complex humanitarian crises are occurring with greater frequency and intensity. No longer once-in-a-generation events, these disruptions are becoming a new normal. Smaller- and medium-scale disasters are also occurring more often, straining national response capabilities, disrupting regional supply chains and leaving families and communities caught in repeated cycles of recovery.

We remain committed to reinforcing the foundations of care and preparedness—ensuring that communities are not only supported in times of crisis, but also equipped to face the future with confidence. SRC will continue advancing regional preparedness by supporting capacity-building among Southeast Asian National Societies, in line with ASEAN's vision of "One ASEAN, One Response".

Locally, the rising cost of living, an ageing population, growing social vulnerabilities and global instability are shaping humanitarian needs. Heat and extreme weather are no longer distant concerns; for many in Singapore, they are already a daily reality. SRC will deepen support for underserved communities—including seniors living alone, disadvantaged families and caregivers—expand first aid and mental wellness initiatives, strengthen support for migrant communities, and reinforce Singapore's blood donation ecosystem. As pressures on our communities intensify, these priorities take on added urgency.

Being future-ready is not only about responding to emerging challenges; it is also about strengthening how we lead, govern and serve. We remain committed to strong corporate governance and prudent financial stewardship, underpinned by transparency, accountability and the trust placed in us by donors, beneficiaries and stakeholders. We will maximise the potential of our people—staff and volunteers—strengthen resource mobilisation and financial governance, and invest in system innovation, including IT solutions and responsible use of AI. In doing so, we will continue building the people, partnerships, digital capabilities and organisational capacity needed to remain ready for what lies ahead.

Our deepest thanks to all donors, volunteers and partners who stand with us. Your commitment turns our vision into reality and transforms the lives of those we serve. Together, let us build a more resilient and compassionate society for generations to come.

主席兼与秘书长/首席执行官寄语

主席兼秘书长/首席执行官寄语

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2021至2025年《新加坡红十字会战略计划》的落实，标志着我们扩大人道主义服务覆盖范围与影响力、增强社区韧性的重要里程碑。我们推出的多项举措，例如为独居老人提供 24小时居家监护服务、疫情防控准备以及与姐妹红十字会开展的区域能力建设，合作均被证明切合时宜且卓有成效，尤其是在当前充满挑战的本地与全球人道局势下更至关重要。如今，我们正站在全新篇章的起点。未来五年所采取的行动，将决定新加坡红十字会能否继续作为值得信赖的伙伴，应对未来的人道与社会挑战。

在上一轮五年规划初期，当我们致力于加强本地影响力时，新冠肺炎疫情的暴发却却带来了全新且迫切的社会需求。新加坡红十字会通过为残疾人、独居老人、低收入家庭的儿童和青年以及我们的移民兄弟姐妹提供的基本计划，在个人和家庭最困难的时刻挺身而出，为他们提供支持。本报告分享了受助群体的真实故事，也展现了各界支持所带来的实际成效。

随着新加坡步入深度老龄化社会，我们进一步聚焦于加强长者照护与居家安全支持，让长者能够安心在熟悉的社区中安老。我们升级了HoME+（居家监测与长者照护）计划，以实现更早期的风险识别与更快速的应对。HoME+结合科技与人文关怀，并依托社区响应网络，为长者及其照护者提供更多安心与保障。

我们成功保障了新加坡100%的血液供应，共计128,000单位，以满足全国输血需求。为培育新一代捐血者，我们举办首届全国血液对话会（National Blood Dialogue），鼓励青年在社区中倡导捐血文化。我们也通过“认领血库”（Adopt a Bloodbank）计划，在世界献血者日与社区及企业伙伴深化合作，并将继续与深受大众喜爱的品牌合作，推动捐血成为可持续的生活方式。

在国际层面，新加坡红十字会积极响应包括加沙人道危机及缅甸—泰国地震在内的多项灾难与危机，为18个国家约150万人提供关键援助与支持。与此同时，我们也持续加强东南亚各国家红会在能力建设、灾害防备与应对，以及疫情准备方面的合作。作为一个小国，新加坡深知与其他小国紧密合作的重要性，因此我们积极与不丹、博茨瓦纳、莱索托及马尔代夫等国家伙伴合作，共同提升应对新兴危机的能力。

优秀的项目始于优秀的人才。通过新加坡红十字学院，我们持续强化心理健康层面的工作，为志愿者及前线响应人员提供包括“心理急救”在内的重要培训。缅甸—泰国地震发生后，我们于48小时内在新加坡设立安全空间，为受灾的缅甸及泰国社群提供心理健康与社会心理支持活动。2025年，学院共培训超过21,000人掌握急救、心肺复苏术（CPR）及自动体外除颤器（AED）使用等关键技能。我们也在全国及社区活动和公共公园中，提供超过2,600工时的社区急救支援服务。

引领行业理念：担当纽带，凝聚合力

除了国际救援与灾后恢复工作外，我们也持续搭建平台，推动针对迫切人道议题的对话与行动。我们首次举办“人道主义周”（Humanitarian Week），并以第十届新加坡人道主义大会（Singapore Humanitarian Conference）为核心，汇聚多元利益相关者，共同探讨气候韧性、心理健康，以及数字社群在人道行动中不断演变的角色。人道主义周也深化了多层面的交流合作——从加强与外交界及国际人道组织的联系，到推动复杂冲突环境下的经验分享——进一步巩固了新加坡红十字会作为促进更综合、更协作人道响应的重要角色。

新加坡红十字会也通过“全球高温健康信息网络”（Global Heat Health Information Network）及多项聚焦人道危机的对话平台，积极参与区域与全球层面的讨论。随着高温与气候风险在新加坡及全球不断加剧，我们将持续加强应对准备与社区支持能力。

在日益复杂且快速变化的环境中，我们必须不断寻找有效解决方案，包括借鉴私营领域的创新实践。为促进跨领域合作，新加坡红十字会与红十字会与红新月会国际联合会（IFRC）携手，并联合Aon及AVPN举办“投资人道未来”（Investing in Humanity）圆桌会，汇聚商业、金融与慈善领域，共同探讨增强社区韧性的创新融资工具与模式。在“国际老年人日”期间，我们也与皇家墨尔本理工大学（RMIT University）联合举办“重新构想新加坡长者照护：创新、融合与共融”专题论坛，探讨可持续的长者照护解决方案。

汇聚人道力量：伙伴关系与志愿服务

我们的27,000名会员与志愿者，始终是新加坡红十字会人道工作的核心支柱。他们以无私奉献与坚定承诺，持续支持我们的使命。通过领导力发展、技能培训，以及年度志愿者大会等有意义的平台，我们不断强化以服务、共同使命与社会影响为基础的志愿服务生态。

拥有9,500名成员的红十字青年运动，也持续通过“爱心米粮计划+”（Project R.I.C.E.+）及“SWIFT计划”等基层倡议（详见第50页），为社会公益作出贡献，并推动建设更具同理心的社会。青年们通过动员同龄人及凝聚公众支持，将集体行动转化为对有需要家庭与长者的实际帮助。透过服务学习、领导力培养与实践行动，他们正成长为新一代人道主义，并展现青年作为社会向善力量的重要影响力。

有意义的伙伴关系能够深化社会影响与公众参与。我们与Invade Co合作，在Artbox创意市集首次举办捐血活动，让更多青年与年轻成年人更贴近我们的人道使命。在Stellar Lifestyle的支持下，我们的公益项目与学习机会也在800个巴士站与地铁站广泛展示，吸引更多公众加入我们的行动。与此同时，我们也衷心感谢社区筹款者与企业捐赠者，正是他们持续不断的支持，为有需要的人们带来希望与帮助。

迈向更具前瞻性影响力的新加坡红十字会

作为可持续发展承诺的一部分，新加坡红十字会已开始逐步将车队转型为更环保的电动车，以减少环境足迹。尽管规模尚属起步阶段，但这些举措体现了我们将环境责任融入组织运营的决心，并积极配合国家及全球迈向低碳与气候友善发展的努力。随着我们迈入新篇章，可持续发展将继续成为重点方向。

我们的理事会成员、员工与志愿者共同制定了《2026 - 2030战略计划》，以在日益复杂的人道环境中提升组织的准备能力与响应能力，并进一步优化帮助社区预测、适应及应对挑战的体系。我们也将调整并强化“人道创新与科技委员会”，致力于将新加坡红十字会打造为区域内推动人道创新的重要力量。

我们正处于一个危机不断升级的时代——这些危机往往更加复杂，并越来越受到包括气候变化在内的环境因素影响。在全球最易受灾的亚太地区，由气候驱动的危害、公共卫生紧急事件及复杂人道危机正以更高频率与更大强度发生。这些事件已不再是“数十年一遇”的异常状况，而逐渐成为新的常态。与此同时，中小型灾害也愈发频繁，给国家应对能力带来巨大压力，扰乱区域供应链，并让家庭与社区陷入反复重建的循环。

我们将继续致力于巩固关怀与防备的基础，确保社区不仅能在危机时期获得支持，更能够满怀信心地面对未来。新加坡红十字会也将持续推动区域防备工作，通过支持东南亚国家红会能力建设，配合东盟“同一个东盟，同一个响应”（One ASEAN, One Response）的共同愿景。

在本地层面，生活成本上升、高龄化社会、日益加剧的社会脆弱性以及全球局势不稳定，正在重塑人道需求。高温与极端天气不再只是遥远的议题；对许多新加坡人而言，它们已成为日常现实。新加坡红十字会将进一步加强对弱势群体支持——包括独居长者、弱势家庭及照护者——扩大急救与心理健康项目，加强对外籍劳工群体的支持，并巩固新加坡的捐血生态系统。随着社区压力不断增加，这些工作也变得更加迫切。

实现“面向未来”的准备，不仅意味着应对新挑战，也意味着不断强化我们的领导、治理与服务能力。我们将继续秉持透明、问责与审慎财务管理原则，维护强有力的企业治理，并不辜负捐赠者、受益人及利益相关者对我们的信任。我们将充分发挥员工与志愿者的潜能，强化资源动员与财务治理，并投资于系统创新，包括资讯科技解决方案及负责任地运用人工智能（AI）。通过这些努力，我们将持续建设所需的人才、伙伴关系、数字能力与组织实力，以确保我们始终准备好迎接未来挑战。

最后，我们衷心感谢所有与我们同行的捐赠者、志愿者及合作伙伴。正是因为你们的支持与投入，我们的愿景才能化为现实，并真正改变无数受助者的生命。让我们携手并肩，共同建设一个更具韧性、更富同理心的社会，造福未来世代。

陈开河 主席

本杰明·威廉 秘书长 / 首席执行官

Chairman's Message (Malay)

Perutusan daripada Pengerusi dan Ketua Setiausaha / KPE

Penyampaian Pelan Strategik 2021-2025 Palang Merah Singapura menandakan satu detik penting dalam meluaskan jangkauan dan impak perkhidmatan kemanusiaan kami di samping memperkukuh daya tahan komuniti. Kami telah memperkenalkan banyak inisiatif—seperti perkhidmatan Pemantauan Rumah 24-jam untuk warga emas yang tinggal bersendirian, kesediaan pandemik, dan pembinaan kapasiti serantau bersama dengan Persatuan Kebangsaan saudara—telah terbukti tepat pada masanya dan berkesan, terutamanya dalam konteks kemanusiaan tempatan dan global yang semakin mencabar hari ini. Kini, kami berada di permulaan babak yang baharu. Apa yang kami lakukan dalam lima tahun yang akan datang, akan membentuk kesinambungan peranan Palang Merah Singapura sebagai rakan yang dipercayai dalam menangani cabaran kemanusiaan dan sosial masa hadapan.

Pada peringkat awal pelan lima tahun yang lepas, semasa kami berusaha untuk mengukuhkan kehadiran tempatan kami, pandemik COVID-19 membawa keperluan sosial yang baharu dan mendesak. SRC tampil ke hadapan untuk membantu individu dan keluarga yang berada dalam keadaan yang amat sukar, melalui program penting untuk orang kurang upaya, warga emas yang tinggal bersendirian, kanak-kanak dan belia daripada isi rumah berpendapatan rendah, serta saudara-saudara imigran kami. Kisah mereka dan impak yang direalisasikan dengan sokongan anda, turut dikongsiikan dalam laporan ini.

Memandangkan Singapura kini menuju ke arah masyarakat ultra-warga emas, kami sedang mempertajam fokus kami dalam menguatkan sokongan penjagaan warga emas dan keselamatan rumah supaya warga emas boleh menua dalam kediaman mereka dengan yakin. Kami mempertingkatkan HoME+ (Pemantauan dari Rumah dan Penjagaan Warga Emas) bagi membolehkan pengesanan risiko yang lebih awal dan tindak balas yang lebih pantas. Disokong oleh rangkaian penindak komuniti, HoME+ menggabungkan teknologi dengan hubungan insan bagi memberi ketenangan fikiran yang lebih besar kepada warga emas dan penjaja mereka.

Kami menjaminkan 100% bekalan darah Singapura—128,000 unit—untuk memenuhi keperluan transfusi negara. Demi memupuk generasi penderma darah yang akan datang, kami menganjurkan Dialog Darah Kebangsaan yang pertama, memperkasakan belia untuk memperjuangkan pendermaan dalam komuniti mereka. Kami juga memperkukuh jalinan kolaborasi dengan rakan komuniti dan serantau melalui program “Adopt a Bloodbank” pada hari Penderma Darah Sedunia, dan akan terus bekerjasama dengan jenama-jenama terkemuka untuk menjadikan pendermaan darah satu gaya hidup yang mampan.

Di peringkat antarabangsa, SRC bertindak balas terhadap bencana dan krisis, termasuk krisis kemanusiaan Gaza dan gempa bumi Myanmar–Thailand, menghulurkan bantuan dan sokongan kritikal kepada hampir 1.5 juta orang di 18 negara. Kami juga memantapkan program pembinaan kapasiti, kesediaan menghadapi bencana dan tindak balas, serta program kesediaan pandemik bagi Persatuan Kebangsaan di Asia Tenggara. Sebagai sebuah negara kecil, Singapura mendapat manfaat daripada kerjasama rapat dengan negara-negara kecil yang lain; kami telah melibatkan rakan kongsi di negara-negara seperti Bhutan, Botswana, Lesotho dan Maldives bagi meningkatkan keupayaan kolektif kami untuk bertindak balas terhadap krisis yang memuncul.

Program yang kukuh bermula dengan insan yang kuat. Melalui akademi kami, kami memperkukuh dimensi kesihatan mental dalam tugasan kami, dengan melengkapkan sukarelawan dan penindak balas dengan kemahiran penting, termasuk Bantuan Awal Psikologi. Berikutan gempa bumi Myanmar–Thailand, kami menyediakan ruang selamat di Singapura dalam masa 48 jam, menawarkan aktiviti sokongan Kesihatan Mental dan Psikososial kepada warga Burma dan Thai yang terjejas akibat bencana tersebut. Dalam tahun 2025, Akademi telah melatih sebanyak 21,000 orang dalam kemahiran kritikal seperti pertolongan cemas, CPR dan penggunaan AED. Kami juga telah menawarkan 2,600 jam sokongan pertolongan cemas komuniti di acara kebangsaan dan komuniti, serta di taman awam.

MEMACU PEMIKIRAN KEPIMPINAN: PEMANGKIN DAN PENGANJUR

Selain usaha tindak balas dan pemulihan antarabangsa kami, kami terus menganjurkan platform yang mendorong dialog dan tindakan terhadap isu-isu kemanusiaan yang mendesak. Kami melancarkan Minggu Kemanusiaan yang pertama, dikendalikan oleh Persidangan Kemanusiaan Singapura ke-10, membawa bersama beberapa pihak berkepentingan untuk memajukan perbincangan mengenai daya tahan iklim, kesejahteraan mental dan peranan komuniti digital yang semakin berkembang dalam tindakan kemanusiaan. Minggu Kemanusiaan turut memperdalamkan penglibatan merentas pelbagai bidang—daripada mengukuhkan hubungan dengan komuniti diplomatik dan kemanusiaan antarabangsa, kepada memudahkan pertukaran operasi dalam persekitaran konflik yang kompleks—mengukuhkan peranan SRC sebagai pemangkin bagi tindak balas kemanusiaan yang lebih bersepadu dan kolaboratif.

SRC juga menyumbang kepada perbincangan serantau dan global melalui platform seperti Rangkaian Maklumat Kesihatan Haba Global dan dialog berfokus pada krisis kemanusiaan. Ketika bahaya haba dan iklim semakin meningkat di Singapura dan luar negara, kami berkomitod untuk memperkukuh kesediaan dan bantuan kami kepada komuniti.

Dalam persekitaran yang semakin kompleks dan berubah pantas, kami perlu sentiasa mengenal pasti penyelesaian yang berkesan—termasuk yang dipelopori sektor swasta. Untuk memangkinkan kolaborasi merentas sektor, SRC menganjurkan Meja Bulat “Melabur Dalam Kemanusiaan” bersama-sama IFRC, dalam perkongsian dengan Aon dan AVPN, melibatkan sektor perniagaan, kewangan dan filantropi untuk meneliti instrumen dan model kewangan inovatif yang boleh mengukuhkan daya tahan komuniti. Sempena Hari Warga Emas Antarabangsa, SRC menganjurkan perbincangan panel “Membayangkan Semula Penjagaan Warga Emas di Singapura: Inovasi, Integrasi & Penyertaan” bersama dengan Universiti RMIT untuk meninjau penyelesaian penjagaan warga emas yang mampan.

MENGERAKKAN KUASA KEMANUSIAAN: PERKONGSIAN DAN SUKARELAWAN

Seramai 27,000 ahli dan sukarelawan kami kekal sebagai tonggak utama dalam memantapkan kerja kemanusiaan SRC, mengekalkan misi kami

melalui belas kasihan dan komitmen. Melalui pembangunan kepimpinan, platform membina kemahiran dan yang bermakna seperti Konvensyen Sukarelawan tahunan, kami terus memperteguh ekosistem yang berlandaskan perkhidmatan, tujuan bersama dan impak.

Gerakan Belia Palang Merah inklusif seramai 9,500 orang terus menyumbang kepada kebaikan sosial dan membentuk masyarakat yang lebih penyayang melalui inisiatif dari bawah ke atas seperti Projek R.I.C.E.+ dan Projek SWIFT (lihat halaman 50). Dengan menggerakkan rakan sebaya mereka dan mengumpulkan sokongan awam, belia kami mengubah tindak kolektif kepada impak nyata bagi golongan keluarga dan warga emas yang memerlukannya. Melalui pembelajaran perkhidmatan, pembangunan kepimpinan dan tindakan praktikal, mereka berkembang sebagai generasi kemanusiaan yang seterusnya—dan membuktikan kuasa belia sebagai satu kekuatan untuk kebaikan.

Perkongsian yang bermakna memperdalam impak dan penglibatan. Kolaborasi kami dengan Invade Co membolehkan kempen derma darah yang pertama diadakan di pesta kreatif Artbox, mendedahkan misi kemanusiaan kami kepada golongan belia dan remaja. Dengan sokongan Stellar Lifestyle, kami menampilkan tujuan dan peluang pembelajaran di 800 tempat teduh bas dan stesen kereta api, menggumpulkan lebih ramai orang untuk menyertai gerakan kami. Kami juga berterima kasih kepada para pengumpul dana dan penderma korporat—di mana sokongan berterusan mereka diterjemahkan kepada bantuan dan harapan bagi mereka yang memerlukannya.

KE ARAH PALANG MERAH SINGAPURA YANG RELEVAN DAN BERSEDIA UNTUK MASA DEPAN

Sebagai sebahagian daripada komitmen kemampanan kami, SRC telah mula mengurangkan jejak alam sekitar kami secara beransur-ansur mengubah armada kami kepada kenderaan elektrik bertengana lebih bersih. Meskipun berskala sederhana, langkah-langkah ini mencerminkan niat kami untuk menerapkan tanggungjawab alam sekitar di seluruh organisasi dan selari dengan usaha negara dan global ke arah pengurangan pelepasan dan amalan kesedaran iklim. Kemampanan akan kekal sebagai satu keutamaan apabila kami memasuki babak seterusnya dalam sejarah SRC.

Ahli Majlis, warga kerja dan sukarelawan kami telah bersama-sama membentuk Pelan Strategik 2026-2030 untuk memperkukuh kesediaan dan kegerakbalasan dalam landskap kemanusiaan yang semakin kompleks, dan untuk memperbaiki sistem yang membantu komuniti menjangka, menyesuaikan diri dan bertindak balas. Kami juga akan menyekukan dan menggiatkan semula Jawatankuasa Inovasi dan Teknologi Kemanusiaan, dengan cita-cita untuk menempatkan SRC sebagai penyumbang terkemuka serantau kepada inovasi kemanusiaan.

Kami berada dalam era krisis yang meruncing—yang sering kali kompleks dan semakin dibentuk oleh faktor alam sekitar, termasuk perubahan iklim. Di seluruh Asia-Pasifik, rantau yang paling terdedah kepada bencana di dunia, kejutan iklim, kecemasan kesihatan dan krisis kemanusiaan yang rumit kini berlaku dengan kekerapan dan intensiti yang lebih tinggi. Tidak lagi merupakan peristiwa yang berlaku sekali dalam seumur hidup, gangguan ini kini menjadi satu kebiasaan yang baharu. Bencana berskala kecil dan sederhana semakin kerap berlaku, menjejaskan keupayaan tindak balas negara, mengganggu rantaian bekalan serantau dan menyebabkan keluarga dan komuniti terjebak dalam kitaran pemulihan yang berulang.

Kami kekal komited dalam memantapkan asas penjagaan dan kesediaan—memastikan komuniti bukan sahaja dibantu dalam masa krisis, tetapi juga dilengkapi untuk menghadapi masa depan dengan yakin. SRC akan terus memajukan ketersediaan serantau dengan menyokong pembinaan-kapasiti di kalangan Persatuan Kebangsaan Asia Tenggara, selaras dengan visi Asean, iaitu “Satu ASEAN, Satu Tindak Balas”.

Di peringkat tempatan, kenaikan kos sara hidup, penduduk yang semakin menua, kerentanan sosial dan ketidakstabilan global membentuk keperluan kemanusiaan. Haba dan cuaca yang ekstrem tidak lagi menjadi suatu kebibingan; bagi kebanyakan warga Singapura, ia sudah menjadi realiti harian. SRC akan memberi sokongan yang mendalam kepada komuniti terabai—termasuk warga emas yang hidup bersendirian, keluarga dan penjaja berkeperluan—meperluas inisiatif pertolongan cemas dan kesejahteraan mental, menguatkan sokongan untuk komuniti migran, dan memperkukuh ekosistem pendermaan darah Singapura. Apabila tekanan terhadap komuniti kami semakin meningkat, keutamaan ini menjadi lebih mendesak.

Bersedia untuk masa depan bukan setakat menanganicabaranyang memuncul; malahan ia juga tentang memperkukuh cara kami memimpin, mentadbir dan berkhidmat. Kami kekal komited kepada urus tadbir korporat yang kukuh dan pengurusan kewangan yang berhemat, disokong oleh ketelusan, akauntabiliti dan kepercayaan yang diberi kepada kami oleh penderma, benefisiari dan pihak berkepentingan. Kami akan memaksimumkan potensi insan kami—warga kerja dan sukarelawan—menguatkan mobilisasi sumber dan urus tadbir kewangan, dan melabur dalam inovasi sistem termasuk penyelesaian IT dan penggunaan AI yang bertanggungjawab. Dengan berbuat demikian, kami akan terus membina sumber insan, perkongsian, keupayaan digital dan kapasiti organisasi yang diperlukan untuk bersedia menghadapi apa jua yang akan datang.

Kami mengucapkan setinggi-tinggi penghargaan kepada semua penderma, sukarelawan dan rakan kongsi yang telah bersama-sama kami. Komitmen anda telah menjadikan visi kami satu realiti dan mengubah kehidupan mereka yang kami layani. Marilah kita bersama-sama membina masyarakat yang lebih berkaya tahan dan penyayang bagi generasi akan datang.

Tan Kai Hoe Pengerusi

Benjamin William Setiausaha Agung / Ketua Pegawai Eksekutif



Photo by Volunteer Allan Tee

Singapore Red Cross Council

(L-R) Standing:
Mr Benedict Teo, Mr Puvan Ariaratnam,
Mr Desmond Chong, Mr Dave Gurbani,
Assoc Prof Lee Cheng, Mr Mike Hue,
Prof V Anantharam, Mr George Goh

(L-R) Seated:
Ms Yvonne Loo, Ms Emily Tan (Vice-Chairman),
Mr Benjamin William (Secretary General/CEO),
Mr Tan Kai Hoe (Chairman), Ms Usha Chandradas,
Ms Tan Poh Hong (Vice-Chairman), Dr Joy Quah

Not photographed:
Mr Steve Lee, Dr Ganesh Ramalingam, Ms Dawn
Chen, Mr Tay Yi Xiang (Ex officio)

Council Members Profiles

Mr Tan Kai Hoe

Current Charity Board Appointments:
Chairman (1 Dec 2020)

Occupation:
President & CEO Accuron Technologies Ltd

Past Charity Board Appointment

Vice Chairman (26 Jun 2017 to 30 Nov 2020)
Council Member (27 Jun 2016 to 25 Jun 2017)
Chairman, FIC (27 Jun 2017 to 20 Sep 2020)
Member, AC (27 Jun 2016 to 26 Jun 2017)
Council Member (3 Jun 2011 to 29 Jun 2014)
Chairman, CGNC (22 Jun 2012 to 19 Jun 2013)

Ms Emily Tan

Current Charity Board Appointments:
Vice Chairman (24 Jun 2024)
Council Member (27 Jun 2022)
Chairman, FIC (24 Jun 2024)

Occupation:
Managing Director, TSM Consultancy Pte Ltd

Past Charity Board Appointment

Council Member (30 Jun 2014 to 20 Sep 2020)
Chairman, AC (26 Jun 2023 to 23 Jun 2024)
Chairman, Red Cross House Redevelopment Committee (27 Jun 2016 to 20 Sept 2020)
Member, FIC (25 Jun 2018 to 20 Sep 2020)
Member, CGNC (24 Jun 2019 to 20 Sep 2020)
Member, CHAIR (30 June 2014 to 25 Jun 2017)
Member, RCHD MC (30 Jun 2014 to 24 Jun 2018)

Ms Tan Poh Hong

Current Charity Board Appointments:
Vice Chairman (23 Jun 2025)
Chairman, CGNC (23 Jun 2025)
Member, RCHD MC (26 Jun 2023)

Past Charity Board Appointment

Member, CGNC (28 Jun 2021 to 22 Jun 2025)
Vice Chairman (22 Nov 2020 to 22 Jun 2022)
Council Member (27 Jun 2017 to 21 Nov 2020)
Member, AC (27 Jun 2017 to 23 Jun 2019)
Chairman, AC (24 Jun 2019 to 25 Jun 2023)

Mr Benjamin William

Current Charity Board Appointments:
Council Member (21 Jun 2022)
Chairman RCHD MC (30 Jun 2014)
Member, CHAIR (20 Jun 2013)

Occupation:
Secretary General/CEO
Singapore Red Cross Society

Prof Venkataraman Anantharaman

Current Charity Board Appointments:
Council Member (26 Jun 2023)
Chairman, AC (24 Jun 2024)
Member, CGNC (23 Jun 2025)

Occupation:
Emeritus Consultant, Department of Emergency Medicine, Singapore General Hospital

Past Charity Board Appointment

Chairman, SRCA AP (27 Jun 2016 to 22 Jun 2025)
Council Member (29 Jun 2015 to 27 Jun 2021)
Member, SRCA AP (30 Jun 2014 to 26 Jun 2016)
Member, CGNC (25 Jun 2018 to 25 Jun 2023)
Member, CGNC (29 Jun 2015 to 25 Jun 2017)
Chairman, CGNC (26 Jun 2023 to 23 Jun 2024)

Mr Puvan Ariaratnam

Current Charity Board Appointments:
Council Member (27 Jun 2022)
Chairman, HRC (23 Jun 2025)

Occupation:
Associate, Education and Career Guidance, Ministry of Education

Past Charity Board Appointment
Member, HRC (27 Jun 2022 to 22 Jun 2025)

Ms Usha Chandradas

Current Charity Board Appointments:
Council Member (28 Jun 2021)
Member, HRC (23 Jun 2025)
Member, RC (23 Jun 2025)

Occupation:
Co-Founder, Plural Art LLP

Past Charity Board Appointment
Member, FIC (28 Jun 2021 to 22 Jun 2025)

Mr George Goh

Current Charity Board Appointments:
Council Member (21 Sept 2020)

Occupation:
Group Executive Chairman, Ossia International Ltd

Past Charity Board Appointment

Ex-Officio, Council (19 Aug 2019 to 20 Sept 2020)
Member, CHAIR (21 Sept 2020 to 22 Jun 2025)

Mr Steve Lee

Current Charity Board Appointments:
Council Member (28 Jun 2021)
Member, AC (23 Jun 2025)

Occupation:
Chief Information Officer, SP Group

Past Charity Board Appointment
Chairman, ITAP (26 Jun 2017 to 22 Jun 2025)
Member, CGNC (26 Jun 2023 to 22 Jun 2025)
Member, RC (27 Nov 2023 to 22 Jun 2025)
Member, FIC (27 Jun 2022 to 25 Jun 2023)

Ms Yvonne Loo

Current Charity Board Appointments:
Council Member (26 Jun 2023)
Chairman, FRC (24 Jun 2024)
Member, CGNC (23 Jun 2025)

Occupation:
Group Director, Easmed Asia Pte Ltd

Past Charity Board Appointment
Member, FIC (26 Jun 2023 to 23 Jun 2024)
Member, FRC (27 Jun 2022 to 23 Jun 2024)

Dr Ganesh Ramalingam
Current Charity Board Appointments:
Council Member (28 Jun 2021)
Member, RCHD MC (23 Jun 2025)
Member, CGNC (23 Jun 2025)

Occupation:
General Surgeon, G&L Surgical Clinic

Past Charity Board Appointment
Member, CHAIR (28 Jun 2021 to 22 Jun 2025)

Dr Joy Quah

Current Charity Board Appointments:
Council Member (24 Jun 2024)
Chairman, CHAIR (23 Jun 2025)

Occupation:
Senior Consultant, Department of Emergency Medicine, Singapore General Hospital

Past Charity Board Appointment
Member, CHAIR (24 Jun 2024 to 22 Jun 2025)

Mr Mike Hue

Current Charity Board Appointments:
Council Member (24 Jun 2024)
Member, FIC (24 Jun 2024)

Occupation:
Director, Investment Assured Asset Management (Singapore) Pte Ltd

Mr Benedict Teo

Current Charity Board Appointments:
Council Member (23 Jun 2025)
Member, CHAIR (23 Jun 2025)

Occupation:
Director
Drew & Napier LLC

Mr Dave Gurbani

Current Charity Board Appointments:
Council Member (23 Jun 2025)
Chairman, RC (23 Jun 2025)
Member, ITAP (24 Jun 2024)

Occupation:
CEO, Cybersafe Pte Ltd

Past Charity Board Appointment
Member, RC (24 Jun 2024 to 22 Jun 2025)

Mr Desmond Chong

Current Charity Board Appointments:
Council Member (23 Jun 2025)
Member, AC (23 Jun 2025)
Member, CHAIR (23 Jun 2025)

Occupation:
Managing Director, Kendoo Pte Ltd

Assoc Prof Lee Cheng

Current Charity Board Appointments:
Council Member (23 Jun 2025)
Member, FIC (23 Jun 2025)
Chairman, SRCA AP (23 Jun 2025)

Occupation:
Senior Consultant, Institute of Mental Health

Past Charity Board Appointment
Member, SRCA AP (24 Jun 2021 to 22 Jun 2025)

Ms Dawn Chen

Current Charity Board Appointments:
Council Member (23 Jun 2025)
Member, CHAIR (23 Jun 2025)
Member, HIT (23 Jun 2025)

Occupation:
Student, Singapore Polytechnic

Mrs Tracey Woon

Current Charity Board Appointments:
Member, RC (23 Jun 2025)

Past Charity Board Appointment
Vice Chairman (26 Jun 2023 to 22 Jun 2025)
Council Member (19 Aug 2019 to 25 Jun 2023)
Member, FIC (21 Sep 2020 to 26 Jun 2022)
Chairman, FIC (27 Jun 2022 to 23 Jun 2024)
Member, AC (24 Jun 2024 to 22 Jun 2025)

Dr Mohammad Zaidi Bin Ariffin

Current Charity Board Appointments:
Member, CHAIR (1 June 2023)

Occupation:
Deputy Head, National Research Foundation, Singapore

Past Charity Board Appointment

Council Member (24 Jun 2019 to 22 Jun 2025)
Member, HRC (24 Jun 2019 to 22 Jun 2025)
Member, Management Committee (27 Jun 2016 to 24 Jun 2018)

Ms Agnes Eu

Current Charity Board Appointments:
Adviser, HRC (23 Jun 2025)

Occupation:
Chief Executive
HomeTeamNS

Past Charity Board Appointment

Council Member (19 Aug 2019 to 22 Jun 2025)
Chairman, HRC (21 Sep 2020 to 22 Jun 2025)
Member, HRC (24 Jun 2019 to 20 Sep 2020)

Mr Koh Yat Chung

Occupation:
Consultant

Past Charity Board Appointment

Council Member (24 Jun 2019 to 22 Jun 2025)
Member, AC (24 Jun 2019 to 22 Jun 2025)
Member, FRC (24 Jun 2019 to 22 Jun 2025)

Mr Rajaram Muralli Raja

Current Charity Board Appointments:
Member, CGNC (28 Jun 2021)

Occupation:
Partner Sreenivasan Chambers LLC

Past Charity Board Appointment

Council Member (19 Aug 2019 to 22 Jun 2025)
Member, RCHD MC (21 Sep 2020 to 22 Jun 2025)
Member, CGNC (28 Jun 2021 to 22 Jun 2025)

Dr Yap Kwong Weng

Current Charity Board Appointments:
Member, AC (23 Jun 2025)
Member, HIT (24 Jun 2019)

Occupation:
Chief Executive Officer, T&Y Superport, YCH Group

Past Charity Board Appointment

Council Member (24 Jun 2019 to 22 Jun 2025)
Chairman, CGNC (24 Jun 2024 to 22 Jun 2025)
Member, HIT (24 Jun 2019 to 22 Jun 2025)
Member, RC (27 Nov 2023 to 22 Jun 2025)
Member, CGNC (21 Sep 2020 to 25 Jun 2023)
Vice Chairman, CGNC (26 Jun 2023 to 23 Jun 2024)

FIC	Finance and Investment Committee	FRC	Finance and Investment Committee
AC	Audit Committee	CHAIR	Committee for Humanitarian Assistance and International Relief
HRC	Human Resource and Compensation Committee	RCHD MC	Red Cross Home for the Disabled Management Committee
CGNC	Corporate Governance & Nomination Committee	SRCA AP	Singapore Red Cross Academy Advisory Panel
ITAP	Information Technology Advisory Panel	HIT	Committee for Humanitarian Innovation and Technology
RC	Risk Committee		

Disclosures Related to the Council

Role & Responsibilities

The Council is responsible for carrying out the objectives of the Singapore Red Cross Society ("Society") as laid out in the Society's Constitution ("Constitution").

Board Selection and Recruitment

It is stated in the Constitution that the Council comprises the Chairman (appointed by the President of Singapore), the Secretary General (constitutionally appointed), eight members appointed by the Chairman, on account of their knowledge and expertise, and nine Elected members at the AGM. The Corporate Governance and Nominations Committee ("CGNC") vets and endorses candidates for the Council's consideration.

Reappointment and Re-nomination Process

It is stated in the Constitution that elected Council members are elected (or re-elected) at the Annual General Meeting and shall hold office for two years and no longer than three consecutive full terms of two years each.

Training

The Secretariat will inform the Council at the first meeting of the year (in June) of the training courses that would be of interest to the Council members. During the year, Council members are also updated on new courses that are available. As part of professional development, the Society pays for these courses attended by Council members.

Evaluation of Board Effectiveness

Council members complete a self-evaluation checklist annually and their responses are tabled for approval at the last Council meeting of the year (in May).

Governance Evaluation

Council members complete the Governance Evaluation Checklist annually for submission to the Charity Council. Disclosure of this checklist is available for public viewing on the Charity Portal.

Remuneration of Board members

None of the Council members are remunerated for their role. The Secretary General, while constitutionally appointed as a member of the Council, is only remunerated for his executive role as the Secretary General / CEO of SRC. On an annual basis, a panel (comprising the Chairman and the respective Chairpersons of the Oversight Committees) evaluates the performance of the Secretary General.

Conflict of Interest & Non-Disclosure Agreement

On an annual basis, Council members and staff sign a Conflict of Interest declaration form. They will abstain from any transaction or decision in which they may have a real or perceived conflict of interest.

Council Meeting Attendance Record 2025

Council Meetings were held on 24 February 2025, 26 May 2025, 23 June 2025, 26 August 2025 and 24 November 2025

Name of Council Member	Attendance	Name of Council Member	Attendance
Mr Tan Kai Hoe	5 / 5	Mr Benedict Teo (joined 23 Jun 2025)	3 / 3
Ms Emily Tan	5 / 5	Mr Dave Gurbani (joined 23 Jun 2025)	3 / 3
Mr Benjamin William	5 / 5	Mr Desmond Chong (joined 23 Jun 2025)	2 / 3
Prof Venkataraman Anantharaman	5 / 5	Assoc Prof Lee Cheng (joined 23 Jun 2025)	3 / 3
Mr Puvan Ariaratnam	3 / 5	Ms Dawn Chen (joined 23 Jun 2025)	3 / 3
Ms Usha Chandradas	3 / 5	Mr Tay Yi Xiang (joined 23 Jun 2025)	3 / 3
Mr George Goh	2 / 5	Ms Tracey Woon (stepped down 22 Jun 2025)	2 / 2
Mr Mike Hue	3 / 5	Dr Mohammad Zaidi Bin Ariffin (stepped down 22 Jun 2025)	2 / 2
Mr Steve Lee	5 / 5	Ms Agnes Eu (stepped down 22 Jun 2025)	1 / 2
Ms Yvonne Loo	3 / 5	Mr Koh Yat Chung (stepped down 22 Jun 2025)	1 / 2
Dr Joy Quah	4 / 5	Mr Rajaram Muralli Raja (stepped down 22 Jun 2025)	1 / 2
Dr Ganesh Ramalingam	2 / 5	Dr Yap Kwong Weng (stepped down 22 Jun 2025)	1 / 2
Ms Tan Poh Hong (joined 23 Jun 2025)	3 / 3		

Council & Committee List

Oversight Committees

Finance and Investment Committee

Chairman
Ms Emily Tan

Members
Mr Satyanarayana Mylavarapu
Mr Mike Hue
Assoc Prof Lee Cheng (from 23 Jun 2025)
Mr Axel Chan
Ms Usha Chandradas (till 22 Jun 2025)

Audit Committee

Chairman
Prof V Anantharaman

Members
Mr Steve Lee (from 23 Jun 2025)
Mr Desmond Chong (from 23 Jun 2025)
Dr Yap Kwong Weng (from 23 Jun 2025)
Mr Amos Kow (from 23 Jun 2025)
Dr Saiful Nizam Subari
Mr Allan Yeo (till 22 Jun 2025)
Mrs Tracey Woon (till 22 Jun 2025)
Mr Koh Yat Chung (till 22 Jun 2025)

Corporate Governance & Nomination Committee

Chairman
Tan Poh Hong (from 23 Jun 2025)
Dr Yap Kwong Weng (till 22 Jun 2025)

Members
Ms Yvonne Loo (from 23 Jun 2025)
Prof V Anantharaman (from 23 Jun 2025)
Dr Ganesh Ramalingam (from 23 Jun 2025)
Mr Rajaram Muralli Raja
Mrs Susan Chan
Ms Tan Poh Hong (till 22 Jun 2025)
Mr Steve Lee (till 22 Jun 2025)
Mr Ling Khoo Chow (till 22 Jun 2025)

Human Resource & Compensation Committee

Chairman
Mr Puvan Ariaratnam (from 23 Jun 2025)
Ms Agnes Eu (till 22 Jun 2025)

Adviser
Ms Agnes Eu (from 23 Jun 2025)

Members
Ms Usha Chandradas (from 23 Jun 2025)
Mr Laurence Goh
Ms Roshini Prakash Nair
Mr Loh Oun Hean
Mr Puvan Ariaratnam (till 22 Jun 2025)
Dr Mohd Zaidi Bin Ariffin (till 22 Jun 2025)

Fundraising Committee

Chairman
Ms Yvonne Loo

Members
Mr Chew Hai Chwee
Mr Zhong Guan Bin
Mr Fang Angzhen
Ms Terene Seow
Mr Terence Oh (from 7 Mar 2025)
Mr Benjamin Chua (from 7 Mar 2025)
Ms Yvonne Lim (from 7 Mar 2025)
Ms Juanita Mega (from 7 Mar 2025)
Ms Karen Yap (from 7 Mar 2025)
Dr Collin Ang (till 22 Jun 2025)
Mr Koh Yat Chung (till 22 Jun 2025)

Committee for Humanitarian Assistance & International Response

(Designated as an Oversight Committee following constitutional changes from 23 Jun 2025)

Chairman
Dr Joy Quah (from 23 Jun 2025)
Mr Dennis Mark (till 22 Jun 2025)

Members
Mr Benjamin William
Mr Desmond Chong (from 23 Jun 2025)
Mr Benedict Teo (from 23 Jun 2025)
Ms Dawn Chen (from 23 Jun 2025)
Mr Tay Yi Xiang (from 23 Jun 2025)
Dr Mohd Zaidi Bin Ariffin
Dr Joy Quah (till 22 Jun 2025)
Ms Eileen Yap
Dr Ganesh Ramalingam (till 22 Jun 2025)
Mr George Goh (till 22 Jun 2025)

Mr Karunanithi s/o Letchumanan (till 22 Jun 2025)
Risk Committee
(Designated as an Oversight Committee following constitutional changes from 23 Jun 2025)

Chairman
Mr Dave Gurbani (from 23 Jun 2025)
Mr Allan Yeo (up to 22 Jun 2025)

Members
Ms Usha Chandradas (from 23 Jun 2025)
Mrs Tracey Woon (from 23 Jun 2025)
Mr Allan Yeo (from 23 Jun 2025)
Mr Laurence Goh
Mr Dave Gurbani (till 22 Jun 2025)
Ms Tan Poh Hong (up to 22 Jun 2025)
Mr Steve Lee (up to 22 Jun 2025)
Dr Yap Kwong Weng (up to 22 Jun 2025)

Operational Committees

Red Cross Home for the Disabled Management Committee

Chairman
Mr Benjamin William

Vice-Chairman
Ms Roshini Prakash Nair
Ms Charis Chan (from 23 Jun 2025)

Members
Dr Ganesh Ramalingam (from 23 Jun 2025)
Dr Anton Cheng
Mr Malcolm Lim
Ms Terene Seow
Ms Siti Zawiyah Bte Mohamad
Ms Tan Poh Hong
Dr Desmond Ooi
Mr Samuel Wong (from 23 Jun 2025)
Dr Anthony Li (from 23 Jun 2025)
Mr David Alexander Ong (up to 22 Jun 2025)
Mr Rajaram Muralli Raja (up to 22 Jun 2025)

Committee for Humanitarian Innovation and Technology

Chairman
Dr Mark Hon

Members
Ms Dawn Chen (from 23 Jun 2025)
Mr Tay Yi Xiang (from 23 Jun 2025)
Mr Muchsin Bin Dahalan
Dr Yap Kwong Weng
Mr Gurusamy Isakkipandian
Mr Gowtham Kanagaraj
Mr Prateek Kumar Gupta
Ms Neetha R

Advisory Panels

Panel of Government Advisers
Ms Angela Wong - Ministry of Culture, Community and Youth (from 20 Jun 2025)
Mr Ong Kah Kuang - Ministry of Culture, Community and Youth (till 19 Jun 2025)
COL Muhammad Helmi Bin Khaswan - Ministry of Defence (from 1 Oct 2025)
Ms Elizabeth Tan - Ministry of Defence (till 30 Sep 2025)
Mr Lee Thuan Sim - Ministry of Education (from 6 Jan 2025)
Mrs Chan-Tey Kah Hwee - Ministry of Education (till 5 Jan 2025)
Mr Steven Pang - Ministry of Foreign Affairs
COL Tay Zhi Wei - Ministry of Home Affairs
Mr Goh Han Thong - Ministry of Health (from 19 Jun 2025)
Mr Ng Hock Sing - Ministry of Health (Alternate) (from 19 Jun 2025)
Dr Lim Ghee Hian - Ministry of Health (till 18 Jun 2025)
Mr Mark Tan - Ministry of Health (Alternate Member) (till 18 Jun 2025)

Infocomm Technologies Advisory Panel

Members
Mr Joe Chiu
Mr Adrian Kwong
Mr Neo Boon Kai
Mr Poh Leng Wee
Mr Dave Gurbani

Marketing Communications Advisory Panel

Chairman
Mr Goh Chee Kong

Members
Ms Dawn Low
Mr Jay Soo

Mr Jeffrey Lim
Ms Tan Su Yuen
Ms Lien Hui Luen (till 22 Jun 2025)
Mr Marcus Sia

Singapore Red Cross Academy Advisory Panel

Chairman
Assoc Prof Lee Cheng (from 23 Jun 2025)
Prof (Dr) V Anantharaman (up to 22 Jun 2025)

Members
Dr Gayathri Devi Nadarajan
Associate Prof John Wong Chee Meng
Mr Laurence Goh
Mr Adrian Ang (from 23 Jun 2025)
Prof Jason Lee (from 23 Jun 2025)
Associate Prof Lee Cheng (up to 22 Jun 2025)
Mr Chew Lip Heng (up to 22 Jun 2025)
Ms Kalai Selvi d/o Ramakrishna (up to 22 Jun 2025)
Mr Sahari Ani (Ex-Officio)

Red Cross Youth Steering Committee Assistant Secretary General (Operations)

Chairman
Ms Charis Chan

Head, Youth Development/Vice Chairman
Ms Rubavathi Manickam

Youth Council Member
Ms Dawn Chen
Mr Tay Yi Xiang

Deputy Directors
Ms Tai Wai Peng
Ms Daphne Goh
Mr Amos Kow (up to 22 Jun 2025)

Coordinating Assistant Directors
Ms Chow Yin
Ms Bertha Kwok
Ms Low Yu Ping
Mr Ong Sin Wee
Ms Regina Jiang
Mr Edric Phua (up to 22 Jun 2025)
Mr Anthony Li (up to 22 Jun 2025)
Mr Jeffrey Tan (up to 22 June 2025)

Management Committee

Secretary General & CEO
Mr Benjamin William

Assistant Secretaries General
Ms Charis Chan - Operations
Ms Eileen Cher - Corporate

Group Directors
Mr Sahari Ani - Singapore Red Cross Academy
Mr Prakash Menon - Blood Donor Programme

Directors
Ms Iris Choong - Corporate Management
Mr Adrian Lim - Care Services
Mr Isaac Tiong - Finance Management

Associate Directors
Ms Rebekah Lim - Global Engagement
Ms Karine Tan - Community Engagement

Heads of Departments
Mr July De Leon - Volunteer Management (up to 31 Oct 2025)
Mr Rick Lee - Blood Donor Programme
Ms Agnes Ting - Blood Donor Programme
Ms Winnie Low - Human Resource (up to 20 Jun 2025)
Ms Rubavathi Manickam - Youth Development
Mr Ambrose Lee - Centre for First Aid and Resuscitation
Ms Durga Naidu Muthusamy - Centre for Psychosocial Support and Centre for Humanitarian Education
Ms Jaime Ong - Marketing & Communications
Mr Johnny Tang - Resource Development
Ms Fauzia Amalia - Global Engagement

Deputy and Assistant Heads of Departments

Mr Brendon Hwa - Finance
Mr Vikram Suriamurthi - Community Engagement
Ms Winnie Lim - Community Engagement
Mr Alan Phuang - Community Engagement
Ms Nur Hafiza Bte Ab Mutalif - Global Engagement

Corporate Information

Address
Singapore Red Cross Society
Red Cross House, 15 Penang Lane, Singapore 238486

Unique Entity Number
S08CC0370E

Constitution
Incorporated under the Singapore Red Cross Society Incorporation Act, (Chapter 304) on 6 April 1973.

First established as the Singapore Branch of the British Red Cross on 30 September 1949.

Bankers
Standard Chartered Bank
HSBC

Auditors
Deloitte & Touche LLP

ESG Environmental Stewardship

The Red Cross House was refurbished in 2024, anchored in four design principles: optimisation for efficiency, eco-friendliness for sustainability, accessibility for connectivity, and appreciation of heritage to contribute to the environmental and social enhancement of its employees and the community. The building has also been designed to provide an open environment where SRC's various functions can interact, promoting social cohesion and collaboration among its employees. As such, it features multi-purpose spaces that can be expanded to accommodate SRC's growing needs, and the flat roofs of the building have been transformed into usable spaces.

To manage energy consumption and emissions, Singapore Red Cross (SRC) retrofitted the spaces with low-energy lighting, solar panels and renewable energy sources. Space optimisation was also an important consideration for SRC, as it sought to prioritise the efficient use of the building to avoid resource wastage and preserve the natural space around it. SRC installed a rainwater harvesting tank designed to collect and store rainwater for efficient usage, water conservation, wastewater treatment, and pollution prevention.

In 2025, SRC implemented an EV charging station to support cleaner energy. This initiative project is dedicated to the development and expansion of electric vehicle (EV) infrastructure and aims to address the increasing demand for sustainable transportation solutions by enhancing the availability, accessibility, and efficiency of EV charging networks.

The installation of the charging station represents a significant step in SRC's commitment to environmental

responsibility and carbon footprint reduction. By investing in EV infrastructure, SRC is actively supporting the global transition toward low-emission transportation and contributing to broader sustainability goals aligned with international climate action efforts.

Furthermore, SRC's EV charging initiative strengthens its role as a forward-thinking organisation that prioritises innovation and sustainable development. By proactively responding to the growing demand for EV infrastructure, SRC demonstrates leadership in promoting green mobility solutions and fostering a culture of environmental awareness and responsibility.

EMBEDDING SUSTAINABLE PRACTICES

SRC has conscientiously adopted environmentally sustainable practices, including reduced paper use, the upcycling of preloved furniture for the office, streamlining stationery procurement, and replacing physical name cards with e-business cards.

REDUCING CARBON FOOTPRINT AND PROMOTING DIGITALISATION

SRC has strived to lower its carbon footprint with remote working arrangements, reducing employee commutes. This spurred the successful adoption of a hybrid work model, where telecommuting is now embraced as a permanent option.

SRC adopted a 3R (reduce, reuse, and recycle) approach in its processes and promotes digitalisation.

ESG Social

People are at the heart of everything we do. We strive to cultivate a high-performing workforce guided by people-centric leadership and a sense of purpose. Our commitment is to create meaningful work experiences, promote positive employee well-being, uphold fair and inclusive employment practices. We foster a diverse, engaged, and empowered workforce, where every individual is valued and respected.

EMPLOYEE ENGAGEMENT

SRC is committed to be an inclusive and people-centric employer. As part of our efforts to foster transparency and engagement, quarterly town halls are held to share future objectives and strategies, communicate updates on operations and corporate services, and provide a platform for staff feedback to be addressed. To support staff in managing their professional and personal responsibilities, SRC offers flexible work arrangements (FWAs) aligned with the guidelines set by the Tripartite Standard on FWAs in Singapore.

In alignment with the commitment to fostering a resilient and high-performing workforce, SRC has continued to prioritise a comprehensive mental health and wellness strategy. The approach is built upon a framework of preventative wellness, professional intervention, and environmental support.

SRC has formalised "Wellness Hours," allowing employees to conclude their work week at 4:00 pm on Fridays, subject to operational exigencies, acknowledging the vital role of recovery time in maintaining sustained productivity.

The Society maintains a robust safety net through the Employee Assistance Programme (EAP) and external third-party helplines. Furthermore, the Society has institutionalised Psychological First Aid training as a core requirement for all employees and new hires. This ensures our workforce possesses the essential skills to identify and support colleagues in distress, strengthening our workplace psychological safety.

In partnership with Jade Life and Wellness Coaching, SRC offers pro bono coaching to staff and youth leaders, facilitating personal growth and work-life harmony, empowering employees to achieve their holistic wellness goals.

Our commitment to wellness is physically manifested in the "Cozy Corner," a dedicated on-site sanctuary designed for decompression and peer-to-peer encouragement. This is complemented by the "Feel-good Hub" on the staff intranet and the PSS@Workplace Work Group, which organises social cohesion activities—ranging from movie sessions to team-based activities—to ensure that mental health remains a visible and destigmatised priority within the Society's culture.

STAFF-LED INITIATIVES

Driven by staff-led workgroups focused on sustainability, employee volunteerism, staff engagement and appreciation, SRC organised several meaningful activities to enrich the workplace experience, including regular blood donation drives and food distribution to SRC's beneficiaries, and bringing forth Eco Week to advocate for environmental efforts. In an effort to keep staff on their feet and fit, the Fitness workgroup led different sports activities, including runs, badminton matches, and gym workouts. As part of the SRC's efforts to support staff's mental well-being, the PSS Workgroup rolled out game time and movie days and led the SRC Amazing Race in 2025.

Aligning with festive celebrations throughout the year, SRC departments rotate hosting of recreational activities, creating opportunities for employees to showcase their creativity and fostering cross-departmental interaction and collaboration.

LEARNING & DEVELOPMENT

As part of the SRC's efforts to strengthen the employee's understanding of the mission and communities served, the learning journeys for new hires were restructured, making them more accessible to cater to their work hours. The sessions are set to onboard staff to the processes at the SRC and transition them into the work seamlessly.

Over 100 staff received training in Standard First Aid and Psychological First Aid, as well as in coaching, cybersecurity, and generative AI. SRC also rolled out the new Employment Development Review templates and equipped people leaders with skills for performance management and building effective teams.

Moving forward, HR will focus on strengthening organisational depth through clearer career pathways, structured succession planning, and sharpening role competencies to support more skills-aligned hiring. HR will also invest in targeted training and foundational capability building to develop a resilient and future-ready workforce.

ESG Governance

SRC commits to the highest standards of corporate governance, and transparency, providing regular and accurate reports on the activities and transactions of the SRC.

The work of the Red Cross in Singapore began on 30 September 1949 as a branch of the British Red Cross. On 6 April 1973, it was incorporated by an Act of Parliament and became known as the Singapore Red Cross Society (SRC).

The SRC is governed by a 19-member Council headed by a Chairman who is appointed by the President of the Republic of Singapore, the Patron of the SRC. The Council is responsible for pursuing the objectives of the SRC as laid down by the Act of Parliament and its Constitution. The Council has oversight committees providing advice and expertise - namely the Finance and Investment Committee; Human Resources and Compensation Committee; Corporate Governance & Nominations Committee; Audit Committee; Risk Committee; Fundraising Committee; and Committee for Humanitarian Assistance and International Response.

The general management of the SRC is overseen by the Management Committee, headed by the Secretary General and Chief Executive Officer (CEO) of the SRC. Implementation of the policies and directives laid down by the Council is undertaken by the Secretariat, which is headed by the Secretary General and CEO.

The Secretariat is organised into three divisions; Operations, Administration and the Red Cross Youth. The strength and commitment of our volunteer corps are critical for the realisation of our vision and to carry out that vision. Volunteers and employees work closely together in planning, organising and implementing the activities and programmes of the SRC.

In 2013, SRC was awarded the Charity Governance Award which honours charities that have adopted the highest standards of governance and implemented the best practices to ensure sustained effectiveness. In 2016, 2017, 2023, and 2024, SRC received the Charity Transparency Award. These attest to SRC's commitment to upholding the highest standards in transparency—a key pillar of governance.

Governance Procedures and Safeguards

include maintaining and ensuring the functionality of physical resources, and developing and supporting these objectives. Financial obligations and commitments are reflected in the financial statements. The SRC has in place policies and procedures to manage and avoid situations of conflicts of interest. Volunteers, employees and board members are advised to avoid situations that may give rise to conflicts of interest and are required to make full declaration and disclosure should such situations arise. This ensures that all parties act in the best interests of the Society.

INVESTMENT POLICY AND OBJECTIVES

The Finance and Investment Committee reviews and invests the SRC's funds in accordance with the Trustee's Act and in compliance with the guidelines set by the Council. The SRC's funds are currently invested in quasi-government and corporate fixed income bonds, preference shares in local financial institutions and deposits in financial institutions. These investments are made with the primary objective of capital preservation and to provide investment returns for the Society. The portfolios are closely monitored and periodic reviews are conducted by the Finance and Investment Committee.

ROLE OF THE GOVERNING BOARD

The Governing Board's role is to provide strategic direction and oversight of the SRC's programmes and objectives, and to steer the charity towards fulfilling its vision and mission through good governance. The Board:

- Approves the budget for the financial year and monitors expenditure against budget;
- Reviews and approves quarterly financial statements;
- Regularly monitors the progress of the charity's programmes.

ANNUAL AUDIT

The accounts for the year were audited by Deloitte & Touche LLP, Public Accountants and Chartered Accountants. The financial statements of the SRC for the year ended 31 December 2025 were prepared in accordance with the Financial Reporting Standards in Singapore.

DISCLOSURES

Mr Benjamin William was first appointed as Secretary General and CEO in 2012 and has since served on the Council. The Council recognises that Mr William is serving in an executive position and hence should not be limited to the ten-year term limit. He may continue to serve on the Council for as long as he holds the appointment of Secretary General and CEO, as stipulated by the SRC Constitution.

REMUNERATION

The remuneration of the three highest-paid employees in 2025 is disclosed in the bands of S\$100,000 as follows.

\$200,000 - \$299,999	1*
\$100,000 - \$199,999	2

* This staff member also serves on the Council

Governance Key Policies

VOLUNTEER MANAGEMENT POLICY

SRC offers a Volunteer Management Scheme that enables individuals to affiliate with the Singapore Red Cross either as volunteers or paying members. Membership options include Life and Subscribing memberships. Both volunteers and members have equal access to volunteering and training opportunities provided by SRC. Depending on their preferences, availability and level of commitment, SRC engages volunteers in three capacities: general volunteering, project-based volunteering and skills-based volunteering tailored to their professional expertise.

NON-DISCLOSURE AGREEMENT

Employees are required to sign a non-disclosure agreement that covers confidential information relating to the products, services, ideas, business, personnel, trademarks, copyrights, the intellectual property or commercial activities of SRC, including but not limited to formulas, systems, presentations, compilations, devices, concepts, techniques, processes and data which may or may not be confidential, and which are not generally known to the public. Such information derives value, actual or potential, from not being generally known or has a character such that SRC has a legitimate interest in maintaining its secrecy.

GIFT ACCEPTANCE POLICY

The Gift Acceptance Policy ("Policy") guides employees on the proper discipline, manner and procedure to process, approve or reject offers of gifts and other benefits from external parties, ensuring that the image and corporate integrity of SRC are not compromised. It also serves to protect employees and volunteers by providing clear guidelines on the acceptance of gifts and prohibited practices. The Policy reinforces that all employees and management must maintain the highest standards of integrity and uphold transparency in conducting the affairs of the SRC.

CONFLICT OF INTEREST POLICY AND DECLARATION

SRC requires all employees to avoid any conflict between their interests and those of the Society, and to promptly disclose any actual or potential conflicts. The purpose of this policy is to ensure that the name, reputation and integrity of SRC are not compromised.

INFORMATION TECHNOLOGY (IT) POLICY

SRC has an IT policy to mitigate risks, promote responsible employee conduct, and ensure the efficient and safe use of technological resources, while safeguarding critical data within the Society. Regular monitoring and adjustments are conducted to ensure compliance with the legal standards and technological advancements.

GLOBAL ENGAGEMENT: LOCALISATION

SRC adopts a policy of collaborating with local humanitarian actors in all overseas disaster response efforts. We recognise that local humanitarian actors are often the first to respond when disasters strike and frequently have access to areas that international actors do not. Their presence within communities before, during and following crises means they are generally best placed to connect immediate response efforts with longer-term resilience-building, preparedness and recovery. We are also committed to prioritising greater support for the leadership, delivery and capacity of local responders and the participation of affected communities in addressing humanitarian needs.

ANTI-MONEY LAUNDERING AND COUNTERING THE FINANCING OF TERRORISM POLICY

SRC takes a zero-tolerance approach to money laundering and terrorism financing. SRC implements and enforces effective internal controls to counter such activities, including conducting due diligence and screening of certain donors and beneficiaries.

MEDIA AND COMMUNICATIONS POLICY

SRC disseminates information through news media, digital media, social media, and engagements with stakeholders, with reference to guidelines on public relations, social media engagement, amongst others. The content marketing strategy focuses on awareness of and advocacy for causes; appreciation of supporters; rallying the community for support; and receiving and addressing public views and concerns. The public relations strategy includes fostering positive media relations, facilitated through engagement with Council and Management. As the guardian of the brand, the Marketing & Communications department ensures that any use of SRC's brand and logo by third parties is in accordance with the Brand Identity Guidelines and that the emblem of the Red Cross is protected from unauthorised use.

REMUNERATION MATTERS

Employees are not involved in determining their own remuneration.

WHISTLE BLOWING ADVISORY

The Whistle Blowing Policy is in place to strengthen governance. Management nurtures a strong culture of integrity by ensuring there accessible feedback channels for all employees and members of the public to the Corporate Governance and Nominations Committee.

DATA PROTECTION & PRIVACY POLICY

Personal Data Protection is of utmost importance to SRC, and the Society has implemented strict processes to ensure the confidentiality and security of all personal data in the possession or under the control of SRC throughout the stages of collection, usage, disclosure processing, analysis, storage and disposal.

RISK ASSESSMENT

SRC has a Risk Management Framework in place, with a Risk Register maintained by each Department, listing all the probable risks encountered and assessing their significance in terms of likelihood and impact.

Risk assessments are also conducted for new activities before determining whether to proceed. Risk Management seeks to mitigate risks to an acceptable level. The benefits of risk management include enhanced confidence in achieving strategic objectives, improved compliance with legal and regulatory requirements, and enhanced efficiency and effectiveness of operations.

Governance Evaluation Checklist

The Singapore Red Cross is fully compliant with all six principles and 38 guidelines of the GEC.

PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES	
No	Call to Action
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.
2	Develop and implement strategic plans to achieve the stated charitable purposes.
3	Have the Board reviewed the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.
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 the charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.

PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT	
No	Call to Action
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.
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.
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.
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.
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 re-appointment, at least once every three years.
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (of equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or the equivalent position like a Finance Committee Chairman, or key persons 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 re-appointment 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.
11	Ensure the Board has suitable qualifications and experience, understand 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.
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.

Governance Evaluation Checklist

The Singapore Red Cross is fully compliant with all six principles and 38 guidelines of the GEC.

PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT	
No	Call to Action
13	<p>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.</p> <p>For all Board members:</p> <p>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.</p> <p>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)</p> <p>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.</p>
14	<p>For all Board members:</p> <p>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.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two year break.</p>

PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY	
No	Call to Action
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.
16	<p>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.</p> <p>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.</p>
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.
20	Take into consideration the ESG factors when conducting the charity's activities.

PRINCIPLE 4: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES	
No	Call to Action
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>

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

PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT	
No	Call to Action
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).
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 reports the exact remuneration and benefits received by each Board member.
30	<p>The charity should disclose the following in its annual report:</p> <p>a. Number of board meetings in the year; and</p> <p>b. Each Board member's attendance</p>
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 received more than \$100,000 in annual remuneration each, the charity should disclose this fact.
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.
33	<p>Implement clear reporting structures so that the Board, Management and staff can access all relevant information, advice and resources to conduct their roles effectively.</p> <p>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.</p>
34	<p>Implement clear reporting structures so that the Board, Management and staff can access all relevant information, advice and resources to conduct their roles effectively.</p> <p>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.</p>
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.

PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE	
No	Call to Action
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).
37	Listen to the views of the charity's stakeholders and the public and respond constructively.
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.

Financial Governance and Accountability

Ensuring Transparency, Upholding Trust

PROCUREMENT AND DELEGATION OF AUTHORITY

The society acquires goods and services through an open Invitation to Quote, which is posted on a publicly-accessible third-party procurement portal. A vendor is selected following a thorough assessment of the bids received. For procurements exceeding \$50,000 in value, an open tender exercise is carried out. The vendor is chosen based on a rigorous evaluation process by a Tender Evaluation Panel.

Payments from the Society's bank accounts are made with dual signatories, including the Chairman, Vice-Chairman, members of the Finance & Investment Committee, the Secretary-General, and the Director of Finance. The signatories authorise payments based on an approval matrix.

FINANCIAL INFORMATION

At the Singapore Red Cross, whether we are delivering aid to disaster survivors, supplying blood to hospital patients, offering first aid training to the public, or providing emergency social services to citizens, we embrace accountability and transparency, as we consistently uphold our reputation as Singapore's most trusted charity. Your magnanimous support, trust and confidence in the SRC empowers us to achieve our humanitarian goals. Stay informed about our fiscal responsibility by exploring our annual reports.

RESERVES POLICY

The Singapore Red Cross maintains a reserve to ensure the sustainability of its programmes in the event that funding or donations unexpectedly fall short of the required programme expenditure. Based on the 2025 audited financial statements, the Society holds unrestricted funds equivalent to 1.05 years of programme expenditure.



Protecting Dignity,
Enabling possibilities



SRC Ambassador Eunice Olsen with a RCHD resident

CREATING DIGNITY, ENABLING POSSIBILITY

“Residents have emotions just like you and me. They truly enjoy the company of volunteers—new faces, different voices—and our presence alone can bring a smile to their faces.” — Rupal Agarwal, volunteer

At the **Red Cross Home (RCHD) and Day Activity Centre (DAC) for the Disabled**, 49-year-old Rupal welcomed new volunteers with warmth and patience, guiding them through induction sessions and nurturing their confidence. She also initiated the Animal-Assisted Activities that helped residents and clients strengthen their motor skills and uplift their emotional well-being. Beyond this, she organises birthday celebrations and small moments of care that create big smiles, reminding clients that they are seen, valued, and loved.

RED CROSS HOME: HOLISTIC RESIDENTIAL CARE

Located at Family Link @ Lengkok Bahru, RCHD is home to **115 residents** with multiple or severe disabilities, supported by a **dedicated team of professional caregivers, consisting of nursing and healthcare aides, physiotherapists, and occupational and speech therapists**. RCHD leverages technology to **engage residents in individual and group games or activities, addressing their physical, recreational, social and emotional needs while improving their coordination** to slow functional decline. RCHD expanded its care offerings further in 2024 with pet therapy, water therapy, an upgraded Level 8 garden, and purpose-built calm and sensory rooms. These initiatives deepen their commitment to providing holistic care to our residents.

RCHD also collaborated with SPD to initiate a bed positioning project aimed at enhancing the residents' care, comfort and safety through close interdisciplinary collaboration, focusing on improving the positioning of residents while preventing complications such as pressure injuries. 86 care staff members were trained to ensure proper techniques and consistency in daily care practices, strengthening staff competency and reinforcing a more structured approach to resident care. The project would be completed and handed over to RCHD in February 2026.



RCHD collaboration with SPD for the bed positioning project

COMMUNITY CARE

RCHD's circle of care extends well beyond its walls, to residents living in nearby rental flats, with thoughtful distribution of food and care packs. Sustaining this outreach takes a dedicated team of volunteers, which is why RCHD introduced the buddy system, pairing new volunteers with experienced volunteers to learn the ropes, form friendships with residents, and support these distributions.

PORTRAITS OF LOVE

To celebrate relationships between residents and their family members and caregivers, RCHD held the 'Portraits of Love' exhibition, a tribute to the deep connections shared between volunteers, nurses, residents, and their loved ones - many of whom have lived apart for significant portions of their lives, leaving them with photographic mementos of their relationships.



Portraits of Love

The exhibition brought together residents, their families, Singapore Red Cross (SRC) staff, and RCHD volunteers for a warm afternoon of celebration and fellowship. At its heart were professionally taken portraits, beautifully taken by *Obscuro Studio* and lovingly brought to life in print by *Fotohub*, ensuring that every family member has something tangible to treasure.

DONOR & VOLUNTEER COMMUNITY

Behind every act of care at RCHD is a generous community of individuals and organisations who give not just resources, but also their time and presence. *Frasers Property* and the retired hairdressers from *Beeh Low See Buddhist Temple*

visit monthly, restoring dignity and confidence with every haircut. *DBS Bank* has been a steadfast partner since 2023, showing up weekly for wheelchair cleaning and befriending sessions. *Every Nation Church* brings energy and cheer through wheelchair-cleaning activities, uplifting performances, and thoughtfully packed Christmas goodie bags. Project SMILES, a spirited group of young adults from the *National University of Singapore (NUS)*, pour their hearts into activity planning and hands-on support with oral feeding.

DAY ACTIVITY CENTRE: EMPOWERING DAILY LIVING



DAC - Vicky

“I encourage parents of children with disabilities to find a place like the DAC where they can thrive. Like all of us, persons with disabilities need motivation, and they need to feel appreciated.” — Mdm Seetharam Punithavathi (Mdm Punitha)

DAC is a community-based facility that provides day care for over **30 individuals** with intellectual and/or physical disabilities. Its dedicated team of caregivers and therapists engages clients in varied activities to ensure their physical, emotional, and social well-being while equipping them with basic daily routine and community living skills. The centre eases family members' worries, assuring them that they are well cared for during the day.

Vignesswaran s/o Anbalagan, or more affectionately known as Vicky, is a familiar face and name at the SRC. Born with hydrocephalus, a condition where excess fluid builds up in the brain, now 43-year-old Vicky had to undergo an operation when he was only 17 days old.

Vicky was enrolled in special schools from the ages of nine to 18, but did not continue under professional care following that period. Yet, his mother never gave up her search for a suitable facility. Against all odds, Mdm Punitha's unwavering belief in Vicky's potential gave him a fighting chance at life. Her persistence paid off when she eventually discovered the DAC, which officially opened in

April 2019. Vicky was enrolled that year when he was 38.

“After 20 years of not finding a place which could care for Vicky professionally, finding the DAC was a blessing.” - Mdm Punitha.

Since enrolling in the DAC, Vicky has blossomed. His daily activities include gardening, arts and crafts, meal preparation, group therapy games such as basketball, and gait training. To support clients' needs, DAC enhanced its physical capacity through the conversion of its existing pantry into an activity room. These activities and social interactions have strengthened Vicky's **confidence and improved his language abilities**. The environment at the Centre has empowered him to explore his strengths, feel a sense of inclusion, and forge meaningful friendships. From time to time, the care team would bring Vicky and other clients outdoors to the hawker centre, basketball court, or playground, and for special outings.

DAC partnered with *bGood*, a NUS Biomedical Engineering initiative, to co-create user-centred assistive solutions for persons with disabilities. Through student engagement and community collaboration, the partnership promotes independence, practical innovation, and inclusive design aligned with the Red Cross's mission to empower persons with disabilities.

“I would encourage parents of children with disabilities to find a place like the DAC where they can thrive. Like all of us, persons with disabilities need motivation, and they need to feel appreciated.” — Mdm Punitha

CREATING SAFE, CALMING, AND SUPPORTIVE ENVIRONMENTS

RCHD remains dedicated to creating an environment where every resident feels safe, supported, and valued. A Calm Room will be introduced as a peaceful retreat, offering residents a secure and comforting space during challenging moments while ensuring the well-being of others. In addition, a Clinical Sensory Room will be developed to provide a structured, therapeutic setting tailored to individual needs. By incorporating customised elements such as lighting, sound, and tactile experiences, this space will help alleviate stress, manage sensory sensitivities, and promote focus, motor development, and social engagement.

Looking ahead, RCHD also plans to explore the development of a Haze Shelter—designed to protect residents with respiratory conditions during periods of poor air quality—so their health and comfort remain safeguarded at all times.

Together, these initiatives demonstrate RCHD's steadfast commitment to going beyond expectations, continually enhancing its spaces and services to meet the evolving needs of those in its care.

146 Residents and Clients



Safe and Dignified Community Ageing in Place



Mdm Ceerappan Kalaranit with SRC Community Befrienders

“The Singapore Red Cross helped me a lot — providing groceries and other things. Sometimes, they take us out for tea.” — Mdm Ceerappan Kalaranit

66-year-old Mdm Ceerappan Kalaranit has grappled with ill health, family issues, and financial struggles since her career was abruptly halted due to mobility and health issues. After her husband passed away, she saw her life savings wiped due to a betrayal, and she withdrew from social contact, isolating herself. Her inability to support herself became a source of apprehension and concern for her.

Mdm Kalaranit enrolled in SRC’s **ElderAid** programme in October 2019, and experienced our **Community Befrienders’** precious gift of friendship through **regular visits, outings, hands-on activities, and delivery of customised care packages**. These efforts broke her cycle of isolation and helped her get back on her feet—encouraging her to give back to the community.

Through ElderAid, Mdm Kalaranit met Community Befriender Manoj Narayan Salian, an entrepreneur and volunteer. His companionship bolstered Mdm Kalaranit’s confidence to step out of her home and participate in social events. Over time, her health improved, and she found contentment in life.

“I value familial connections and cherish moments that create a sense of belonging within communities. I felt the void in the absence of my grandparents. That motivated me to volunteer. I believe in learning from the diverse perspectives of others.” — Community Befriender Manoj

TAILORED SUPPORT FOR SENIORS

In 2025, the SRC’s Community Befriending programme continued to tailor its services to seniors’ needs and interests, establishing **three key service pillars**:

Community Befriending, Activities & Outings, and Monthly Customised Care Packages. Each pillar was thoughtfully designed to meet seniors where they are, addressing not just practical needs but emotional connection and quality of life.

Building on its established presence in Tampines, the programme expanded its reach into the **Sengkang and Punggol regions** and ramped up activities for the seniors in Tampines. By year’s end, close to 1,000 seniors have experienced the warmth of the programme, supported by over 500 ElderAid volunteers.

Throughout the year, the seniors were brought on outings that were sponsored by partners, such as a visit to Resorts World Sentosa (RWS) Oceanarium sponsored by **BDO Unibank**, and festive lunch celebrations at **Carlton Hotel** during Chinese New Year and Christmas. SRC also hosted holistic activities such as medical screenings supported by the **Agency for Integrated Care (AIC)** in Punggol and Pasir Ris, quarterly birthday celebrations hosted by **Expedition Joy**, and Hari Raya cum Mother’s Day and National Day celebrations with our Red Cross Youth.



ElderAid seniors and Carlton Hotel staff at Carlton Hotel for Christmas



Quarterly birthday celebrations with the seniors

STRENGTHENING AND EXPANDING CARE

Moving forward, SRC would identify areas for stronger cross-offerings and service integration for the ElderAid Programme. This would ensure seniors receive more effective and well-rounded support across the programme. To meet its growing demand, the Wellness Kitchen Programme at Our Tampines Hub would be expanded. Additionally, ElderAid will look into further strengthening the seniors’ digital literacy through collaborative efforts with **Infocomm Media Development Authority (IMDA)**.

976
Seniors

474
Volunteers

ElderAid

“The Singapore Red Cross has devoted significant efforts to catalyse innovations, integration and inclusion, supporting seniors to live with dignity and purpose in their golden years, and ultimately, contribute to community ageing-in-place.”— Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development.

INTEGRATING TECHNOLOGY, COMMUNITY AND CARE

Mr Ben Phua is a single parent and sole caregiver to 15-year-old Zai Quan, who has multiple disabilities, is non-verbal, suffers from epileptic fits, and is blind in his right eye. Mr Phua wakes up in the morning and prepares breakfast, helps with showering, brushing teeth, getting dressed, and takes him down to wait for the school bus.

Mr Phua faces his own challenges with his advancing age. He survived prostate cancer and underwent a hernia operation, all while taking care of Zai Quan. At almost 70, Mr Phua has his own concerns about potential emergency situations at home.

After some reflection and encouragement from his social worker, Mr Phua installed the Singapore Red Cross’ (SRC) *Home Monitoring and Eldercare (HoME+)* system in his flat. Since its installation in October 2025, Mr Phua has realised how useful the system is. He has not had a need to trigger the panic button but has noticed how much it offers him peace of mind, knowing that he can get help easily at a push of a button, not only for him but also if an emergency situation arises with Zai Quan. It’s an added security measure for him and his son, and he thinks that it is beneficial for everyone, not only people in his situation.

SECTOR LEADERSHIP AND NATIONAL DIALOGUE

SRC convened a cross-sector panel discussion, “Reimagining Eldercare in Singapore: Innovations, Integration & Inclusion”, which brought together 50 stakeholders across government agencies, academia, social service partners and donor-organisations to explore collaborative models for a sustainable and inclusive future for ageing in Singapore.



At the event, SRC unveiled upgrades to the HoME+ solution. The enhanced HoME+ was officially launched by Guest-of-Honour, Senior Parliamentary Secretary, Ministry

of Law & Ministry of Social and Family Development, Mr Eric Chua in conjunction with International Day of Older Persons.

EXPANDING PARTNERSHIPS AND PUBLIC ENGAGEMENT

SRC extended its influence beyond service delivery, contributing actively to global and national conversations on climate resilience and ageing.

At the inaugural Global Heat Health Information Network (GHHIN) event, SRC showcased its community-based approach to mitigating heat-related health risks among vulnerable seniors. Through a curated learning journey, stakeholders experienced first-hand how technology, human touchpoints, and ground interventions come together to safeguard senior well-being in a warming climate.

At the Infocomm *Media Development Authority (IMDA)*’s Digital for Life (DfL) event, SRC engaged visitors on how HoME+ technology can be applied meaningfully to support independent living, enhance health monitoring, and empower seniors to stay connected and confident in their daily digital interactions. SRC also collaborated with IMDA to explore innovative ways to help seniors gain digital access in their homes.

This growing momentum was further strengthened by sustained multi-year support from the *Asian Medical Foundation* and *Tan Chin Tuan Foundation*, allowing the programme to scale its reach to more vulnerable seniors living alone.

BRIDGING ACADEMIA AND GROUND REALITIES

As part of the *NTU PEAK* programme, HoME+ mentored a group of NTU students by providing them with real-life problem statements drawn from ground realities. Through this engagement, students were guided to analyse the challenges and develop practical, innovative solutions to address the problem, bridging academic learning with real-world application. By working on live problem statements, students moved beyond theory to develop practical, implementable solutions, fostering a new generation of thinkers attuned to the complexities of ageing, care delivery and community resilience.

STRENGTHENING SYSTEMS FOR SUSTAINABLE GROWTH

To support the next phase of growth, SRC will enhance the Client Relationship Management (CRM) platform and upgrade phone systems to streamline operations. HoME+ team will introduce new roles and systems, including Volunteer Call Agents, SWIFT 2.0 for volunteer troubleshooting and CHARTER 2.0 for weekday installations. These initiatives will revitalise and upskill volunteers, enabling them to provide strong support for the programme while maximising their performance and potential.



Nurturing Young Hearts & Supporting Families’ Financial Stability



NURTURING CONFIDENCE, SHAPING FUTURES

For 11-year-old Mindy, her environment was not conducive for her studies. Her mother, a single parent and the family's sole breadwinner, juggled work demands while raising her children. The household — shared with Mindy's older sister and frequently visited by another sister with a newborn — rarely offered the quiet space Mindy needed for schoolwork or personal reflection. It often left her feeling overwhelmed and unable to concentrate amid the family's hectic rhythm.

During the June holidays, Mindy's friend invited her to a *Young Hearts*' Lepak (hangout) Session. *Young Hearts* offered what her busy home couldn't: **consistency, attention, and a safe space to develop at her own pace.** Over time, she developed the confidence to navigate both her personal and academic life, despite the challenges in her environment. By empowering students with learning opportunities and enrichment, Young Hearts paves the way for them to become dynamic and socially-conscious members of the community.

Mindy became someone her peers looked up to. For her, Young Hearts isn't just an after-school programme — it's where she found her voice, her confidence, and her place in a community that values her exactly as she is.

A MULTI-PRONGED DEVELOPMENTAL APPROACH

Young Hearts is built on a deliberate, structured approach that develops each child across three core pillars: **Education, Enrichment, and Excursions**, delivered within a safe and supportive environment. Weekly tuition goes beyond academic support. Lessons are guided by a structured framework delivered by tutors, ensuring consistency, progression, and meaningful outcomes for Primary School students. Alongside this, intentional mentoring pathways have been introduced for both current students and alumni, shifting the focus from passive learning to active contribution, where youths are encouraged to serve, lead and give back to the community.

Learning is extended beyond the classroom through purposeful partnerships. Collaborations with organisations such as *Marvell Asia*, *UOL Group*, *Morgan Stanley*, *Singapore Management University*, as well as individual workshop trainers, create exposure to new ideas, skills and possibilities. These experiences reinforce Young Hearts as more than a programme; it is a nurturing community where every child can be seen, heard, and supported.

SRC continued its partnership with *Peace of Art*, led by its founder Mrs Eunice Yeo, to support the programme. Through art, sustainability, and community movements such as *Wings of Art* and *60 Lights One Future*, the iconic

initiatives raised more than S\$630,000 for the Young Hearts programme. *Wings of Art* was officially launched at Marina Square and continued onto the Pop Toy Show at Sands Expo & Convention. Young Hearts children and youth participated in these events co-created their own winged Barbie to take home.



The *60 Lights, One Future* initiative was launched by Peace of Art at City Square Mall, where our children penned down their wishes and aspirations on a Christmas tree installation. Peace of Art enabled a special visit by Young Hearts children to the *Heart & Soul* exhibition in Orchard Gateway and gifted them with Skechers shoes, sponsored by actor Lawrence Wong, and meaningful gifts from *BabyCentral SG*, *Song He and Zappy*. The closing ceremony for *60 Lights, One Future* was held at the *Singapore Oceanarium*, which hosted our children, and the fundraisers, to an exclusive guided tour.

With the generous support, Young Hearts strengthened its academic support, engaging more experienced and dedicated tutors, enabling more focused, personalised, and effective guidance and support for the children.

TOWARDS A MENTORSHIP-LED MODEL

A shift is underway for Young Hearts, from academic support to holistic, mentorship-driven development. Graduation ceremonies now mark more than completion; they celebrate growth across both academic and socio-emotional dimensions, recognising each child's journey with dignity and pride.



This transition strengthens the programme's long-term impact. Experienced tutors deliver curriculum that is developed in-house, while volunteer tutor guides, a new youth work team, and volunteer mentors deepen engagement through trusting relationships. At the same time, stronger family involvement ensures that progress is reinforced beyond programme hours.

Socio-emotional development is embedded to the core of the programme. Participants are equipped not only with knowledge but also with opportunities to grow in self-awareness, resilience and confidence. Early opportunities for community volunteering signal a clear direction - Young Hearts is not just supporting beneficiaries, it is shaping future contributors and changemakers.

STRENGTHENING FAMILIES TOWARDS FINANCIAL STABILITY

"There are days when I break down... In those moments, I try not to show my children that I am crying. It is definitely not easy, but every time I feel like quitting, I remember that there's always a rainbow after the rain — it's just up to you to want to see it."

After her husband's sudden retrenchment, Mdm Ronda* became the sole breadwinner of her home, struggling on a daily basis under the weight of her motherhood duties, expenses for her family of 12 and mounting debt.

With a six-day work-week, time is the biggest challenge for her. Most days, she wakes early and rushes to cook for the family before everyone leaves for school. She then goes to work, and come back home to cook dinner for her family.

INTRODUCING STRUCTURED PATHWAYS TO STABILITY

The Steady Steps Scheme (S³), launched under the *Meals with Love (MwL)* programme in 2025 was designed to address the compounding financial pressures. This programme provides targeted, structured support for families who are already working but remain financially vulnerable, helping them clear formal arrears, build a savings buffer, and move towards sustainable reliance.



With the reduced financial pressure, Mdm Ronda was able to regain control over their finances, and she is better able to care for her children and manage her household with greater confidence and stability.

BUILDING PARTNERSHIPS FOR BROADER SUPPORT

MwL strengthened its reach through "A Full Plate" — Singapore's largest food donation drive by *FairPrice Group*, with support from *FairPrice Foundation*. The partnership enabled S\$122,242 in grocery support and \$2,031 in hot meal vouchers, ensuring that families met their most immediate nutritional needs.

More than 500 families received monthly grocery vouchers, providing consistent access to essentials while preserving dignity through choice and accessibility. This was complemented by several care pack distributions

through collaborations with *FairPrice* in its Protein Pledge and A Full Plate initiatives.

Corporate partners including *Ninja Van*, *Singtel*, *Perennial Business City*, and *Good Class Builders* further strengthened delivery on the ground, mobilising 60 SRC ambassadors, volunteers and resources to scale and support efficiently.

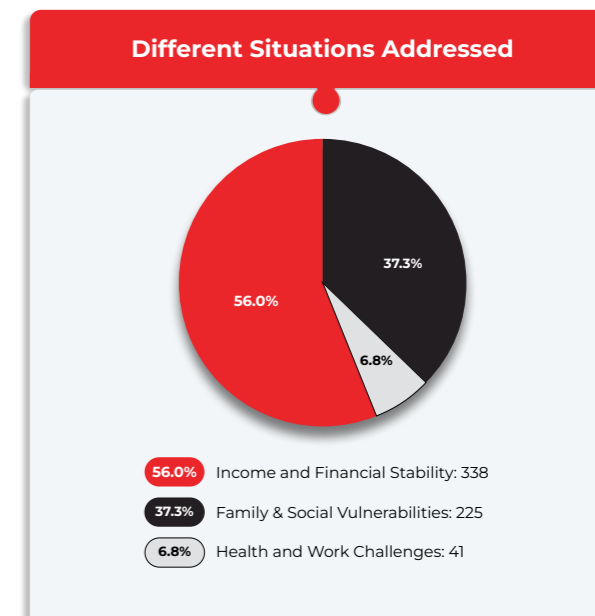
DEEPENING IMPACT THROUGH PROGRAMME EVOLUTION

More than a support scheme, S³ is a structured pathway from relief to resilience. It was designed to support up to 25 families, out of which five families have graduated from the programme, with early outcomes showing improvements in debt management, savings habits, and overall social stability.

This progression signals a critical shift from episodic assistance to sustained transformation. As S³ expands, stronger cross-agency coordination and deeper partnerships will be essential to ensure that each family receives integrated, impactful support aligned to their needs.

STRENGTHENING SYSTEMS FOR SUSTAINABLE SUPPORT

The next phase of MwL is focused on timely and long-term outcomes. The programme will transition progressively toward a Crisis Aid model that focuses on timely, needs-based assistance for families facing acute hardship while strengthening referral pathways to longer-term support. In parallel, S³ will be developed as a standalone programme, deepening its casework, financial coaching, and employability support so that families can move from relief to resilience.



604
Families Served



Caring for Migrant Communities, Strengthening Well-Being



Jaffar Ali Al Amaan

“Supporting our migrant brothers and sisters during a health outreach event reminds me that even simple acts can represent humanity in action. I want to give back to the community that has supported me in many ways.” — Jaffar Ali Al Amaan, volunteer

34-year-old Jaffar Ali Al Amaan dedicated his volunteering time with the Singapore Red Cross to support the **Community Health outreach for Wellness (CHoW)**'s efforts in **providing for the migrant workers and migrant domestic workers, focusing on their holistic well-being, from mental health to skill development.**

When the earthquake struck Myanmar and Thailand in early 2025, CHoW worked together with the Singapore Red Cross Academy to host three Mental Health and Psychosocial Support (MHPSS) sessions for those in Singapore whose families had been affected. The session addressed the psychosocial vulnerabilities that occurred during the crisis.

Many of those who came forward that day had loved ones back home who were affected and chose to step up to support their own community. That day, some engaged in crocheting to calm their minds and shared laughter in between, while others shared simple greetings in Burmese. Engaging in reflective writing, they expressed their emotions by penning their thoughts and drawing the Myanmar flag and map, a small but powerful symbol of solidarity.



Myanmar-Thailand Earthquake Mental Health Support

PROMOTING HEALTH AND ACCESS TO CARE

To support the well-being of migrant workers in dormitories, and migrant domestic workers, SRC partners with *HealthServe*, *Migrant Workers' Centre (MWC)*, the *Centre for Domestic Employees (CDE)*, and Ministry of Manpower's *Assurance, Care and Engagement Group (MOM ACE)*, and supports *HealthServe* in delivering health screenings.

Another core initiative is the **Last Mile Assistance Programme** where SRC provides medical transport and volunteer escort for injured or sick migrant workers who require repatriation to their home countries. SRC continued to support those in need, assisting six cases throughout the year, with the support of the Philippine Red Cross and Palang Merah Indonesia. Since 2019, SRC has supported 17 cases. About 100 volunteers – mostly doctors and nurses – are on standby to support this programme.

Volunteer Ms Lim En Qi said, *“With SRC's ability to transcend geographical boundaries, we found its niche in the ability to provide assistance in reuniting migrant workers with medical needs with their family members back home.”*

FOSTERING COMMUNITY ENGAGEMENT AND EMPOWERMENT

In 2025, SRC partnered with CDE and *FCI (Friendship Club Indonesia)* to celebrate FCI's 5th anniversary and host their business plan competition with 140 participants. and CDE hosted a second session for Racial Harmony Day for another 50 participants.

EMPOWERING CHANGEMAKERS

Moving forward, CHoW aims to provide more curated training for the migrant community, empowering them with the necessary skill sets to become changemakers in their own communities.



CHoW Migrant Training



CHoW Migrant Training

Community Health outreach for Wellness (CHoW)



Ensuring Safe Journeys, Restoring Dignity

“Many clients live alone, have limited mobility, and feel lonely. I always greet them with a big smile, introduce myself, and start with simple questions. If they’re open, I chat more, hoping to brighten their day and make them feel less alone.”

— Mr Roslan Bin Maarof, volunteer

For Mr Roslan Bin Maarof, the season of retirement was merely the beginning of his journey of service, as a volunteer for the Singapore Red Cross’ (SRC) **Medical Chaperone and Transportation (MCT)**. With a network of more than 100 drivers and chaperones like Mr Roslan, the MCT programme offers crucial transport and medical chaperone assistance to elderly individuals and persons with disabilities from lower-income homes, helping them get to-and-from their appointments at healthcare service facilities and day activity centres.

He quipped,

“Within a few months, I realised how much I enjoyed it, especially the many warm and light-hearted conversations I’ve had with both colleagues and clients during our journeys together.”

REDUCING MOBILITY BARRIERS

Access to healthcare should never be determined by one’s ability to get there.

SRC’s MCT programme supported more than 400 seniors and persons with disabilities to attend critical medical appointments and rehabilitation sessions safely and reliably. By addressing the fundamental challenge of physical mobility, MCT empowers clients to take ownership of their health, maintain independence, and remain connected to essential services.

Close to 9,200 single trips were completed over the year, with several months **exceeding 800 single trips**.

Behind every journey is a human connection. More than **90 trained chaperones** supported operations throughout the year, ensuring not just safe transfers but dignified journeys. Beyond providing physical assistance, these dedicated individuals offered companionship and reassurance, transforming each trip from a logistical service into a humane experience grounded in respect.

STRENGTHENING PARTNERSHIPS AND COMMUNITY SUPPORT

SRC’s impact is amplified through deliberate, purpose-driven partnerships that extend reach and strengthen sustainability. Its longstanding collaboration with the *Agency for Integrated Care (AIC)* remained instrumental in connecting low-income seniors and persons with disabilities to subsidised transport and chaperone services, ensuring support reaches those who need it the most.

The *Tan Chin Tuan Foundation* reinforced this mission with a \$100,000 contribution, enabling capacity-building efforts focused on strengthening the training and equipping of volunteer chaperones from *RSVP Singapore*. A formal Memorandum of Understanding (MOU) with RSVP Singapore was formalised to involve their senior volunteers in supporting the chaperone services. This partnership not only reinforces community-based support structures but also creates opportunities for meaningful social participation among volunteers themselves.

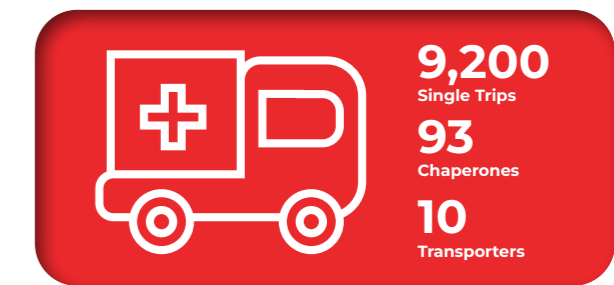
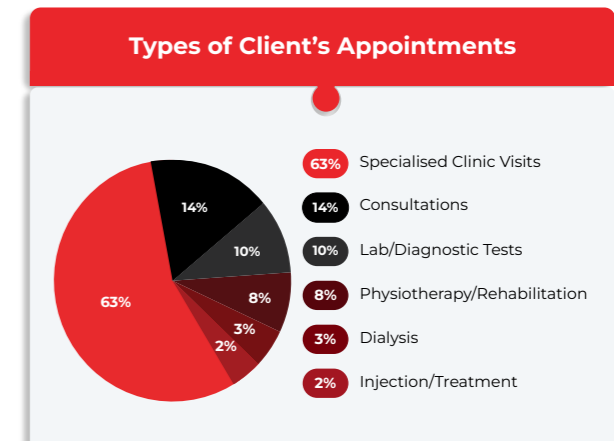
Operational capacity was further strengthened through collaboration with *Shalom Medcare*, improving service reliability and efficiency.

In celebration of *TADA*’s 7th Anniversary, *TADA* generously provided 700 fully sponsored ride codes, covering the full cost of single-trip ride-hailing costs for SRC’s beneficiaries, a meaningful gesture that extended mobility access to even more individuals in need.

To champion dignity-led accessibility in the community, MCT supported *Mobility Assist*, a Singapore-based accessibility innovation initiative, by sharing practical insights and on-the-ground guidance to deepen the team’s understanding of the daily challenges faced by persons with disabilities.

ENHANCING CHAPERONE-CENTRED CARE

Looking ahead, SRC remains committed to focusing on chaperone-centric solutions that enhance safety, comfort, and the overall experience of every journey, ensuring every trip reflects its unwavering commitment to dignified, person-centred care.



Medical Chaperone & Transportation



Prepared to Respond, Ready to Serve



“The way I think about it is: if my family were hurt, injured, or had met with an accident – I would want someone who’s equipped to help to be around them.” — Nadene Tam, volunteer

During her diving course, one of Nadene’s fellow learners suffered a seizure and started foaming at the mouth. Nadene could only watch in awe as her dive master rushed over to render first aid. While studying overseas, she encountered another emergency when a student was found concussed. Although she called emergency services immediately, she felt helpless, as she was not trained in CPR.

That was the moment Nadene decided to obtain a first aid certificate. When she returned to Singapore, she got recertified with the Singapore Red Cross (SRC). Today, Nadene is part of the **Community First Aid** programme, which rallies volunteer first aiders to provide first aid at national and community events; offers **first aid support** in urban parks on weekends and public holidays through **First Aiders on Wheels**; and **prepares communities for emergencies and disasters**, through Civil Emergency Response.

“I do feel like a portion of what drives me is based on a certain level of civic duty. When you see so many cases on a regular basis, there’s a lot of satisfaction in being able to help people who are in need.”

We have so many tourists in the park as well. Foreigners go: wow you guys have this in the parks and you guys can take care of us.”

STRENGTHENING COMMUNITY COVERAGE

Lives can be saved in the moments before professional help arrives. The Community First Aid (CFA) programme strengthens this critical window, mobilising trained volunteers to deliver immediate care, providing first aid at national and community events to those in need.



CFA at the National Day Parade

Across the year, **1,850 volunteers** stepped forward to support **1,064 cases** across **250 shifts** in Jurong Lake Gardens, Punggol/Coney Island, Pulau Ubin and East Coast Park, as well as **56 national and community events**, including Qing Ming Festival, Lights by the Lake, Christmas Wonderland, Chingay and the National Day Parade.



CFA at the National Day Parade

In Civil Emergency Response, SRC’s Emergency Response Team trained a total of **74 individuals**, participating in *Ministry of Health (MOH)*’s Exercise BOBCAT and Exercise BOCA, and *Ng Teng Fong Hospital*’s mass casualty simulation exercises, contributing to the validation of hospital emergency preparedness and response protocols.

BUILDING STRATEGIC PARTNERSHIPS FOR EMERGENCY PREPAREDNESS

A Memorandum of Understanding (MOU) with the *National Parks Board* strengthened the deployment of trained volunteers across parks, enabling faster, more coordinated responses in national parks. This is complemented by a partnership with Anywheel, a micro-mobility sharing service, enhancing mobility and allowing volunteers to reach incidents more swiftly.

As an auxiliary support to *MOH’s Disaster Site Medical Command (DSMC)*, the Civil Emergency Response framework ensures that volunteers are not only trained, but operationally ready and equipped with the skills, structure and coordination needed to respond decisively in times of crisis.

ADVANCING COMMUNITY RESILIENCE

Moving forward, SRC’s CFA aims to strengthen its position as the trusted partner for event coverage with event organisers, expand the footprint of First Aiders on Wheels’ presence across urban parks with upgraded facilities to better support volunteers on the ground. At its core, SRC’s CFA is building more than response capacity. It is cultivating a network of trained individuals who can act confidently, collaboratively and decisively when emergencies occur.



Community First Aid



“Every life is precious. We should fight for the little chance that we have to save a life,”

— Gracias Prasetyo, Red Cross Youth cadet

“It is important that everyone learns CPR because we never know if this will happen to our friends or the people we love.”

— Elina Chua, Red Cross Youth cadet

EMPOWERING LIFESAVERS, STRENGTHENING RESILIENCE

When the emergency alert buzzed, 14-year-old Elina Chua knew she had to act fast. A cardiac arrest emergency had just been reported at a HDB block in Potong Pasir opposite their hostel, and without hesitation, she called her senior, 17-year-old Gracias Prasetyo, for help. What followed was a test of courage, composure and the lifesaving skills they had acquired through **Singapore Red Cross Academy (SRCAs)** training as part of Red Cross Youth’s curriculum. Gracias quickly took charge and responded while Elina went to locate an Automated External Defibrillator (AED). Within minutes, Gracias stabilised the victim. Shortly after, SCDF paramedics arrived and took over and transported him to the hospital. Gracias and Elina had done their part. In an era shaped by multi-dimensional hazards – from a rapidly ageing population to climate-related health risks and increasingly complex emergencies – the importance

of first aid has never been greater. Recognising this, the RCY programme has revised its curriculum to include training from the SRCA, ensuring that youth are equipped with essential lifesaving skills, **strengthening community resilience and delivering humanitarian studies to build capacity.**

SCALING FIRST AID TRAINING ACROSS COMMUNITIES



In 2025, the **Centre for First Aid and Resuscitation (CFAR)** reached new heights, training **17,092 participants** in first aid across **1,148 courses**, bringing life-saving skills directly into the communities, workplaces, and institutions where they matter most.

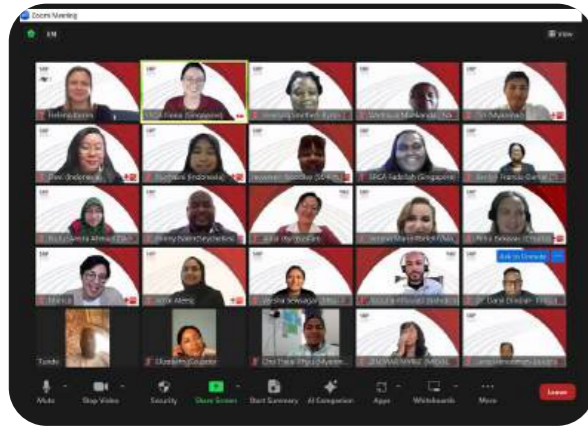
From pop-up activations at shopping malls to hospital seminars and school campuses, CFAR met people where they are. Collaborations and outreach milestones that were showcased this year included:

Events	Workshops	Audience Reached
GiveAsOne SG60 Connect at Devan Nair E2i	First Aid demonstration	150
SRC’s World Blood Donor Day	First Aid demonstration	500
Indian Muslim Social Service Association (IMSSA) partnership	First Aid demonstration	150
Project Heart at ITE College West with Singapore Heart Foundation	First Aid demonstration	780
Mummy’s Market	First Aid demonstration	450
SG60 Baby Gift Distribution at Boon Lay Community Club	First Aid demonstration	200
Jurong Central Awareness Day	CPR+AED demonstration	1,000
ExxonMobil	CPR+AED demonstration	250
SRC’s 75th Anniversary pop-up at 1 Holland Village	First Aid and Cats and Dogs First Aid demonstration	2,100
Singapore Manufacturing Federation	First Aid Talk	150
3M Nexcare	Corporate First Aid & Safety Talk	150

Empowering Lifesavers, Strengthening Resilience

Singapore Red Cross Academy

STRENGTHENING PSYCHOSOCIAL SUPPORT CAPABILITIES



“Everyone can play a role in supporting the mental well-being of those around them, even without being a professional. Through my work, I’ve seen how distress can happen in everyday settings: with colleagues, friends, and family members.”— Fiona Anne Ong

42-year-old Fiona Anne Ong is one of the 20 trainers at the Centre for Psychosocial Support (CPSS) who trained more than 300 Psychological First Aid (PFA) and Psychological First Aid+ (PFA+) classes in 2025. Through CPSS’s classes, trainees are better equipped to identify emotional, physical and behavioural signs of distress, responding with empathy rather than solutions.



One experience that has stayed with her was after a PFA training, when a participant approached her to share that she was going through a personal crisis. During their conversation, she just cried, and there wasn’t much talking. Fiona offered a safe space for her to feel whatever she needed to feel at that moment. Later, she shared that this brief interaction made a real difference to her and that she felt seen and not alone.

EXPANDING PREVENTIVE AND PEER SUPPORT NETWORKS

In 2025, CPSS strengthened its role at the frontlines of prevention, equipping 3,949 individuals with essential psychological skills across community platforms, private classes, and national engagements. From community



Fiona Anne Ong, Singapore Red Cross Academy Trainer

clubs and institutions of higher learning, to large-scale public expos, CPSS expanded its reach with clearer intent — to intervene earlier before the crisis escalates.

A key strategic shift this year was the scaling of Psychological First Aid+, moving beyond awareness into practical, on-ground application. Through pop-up activations, interactive booths, and targeted outreach, CPSS brought mental health support into everyday spaces, while deepening investments in peer support networks and youth mental health programmes.

Innovation also took centre-stage this year. New experimental, skills-based training formats were introduced alongside broader well-being topics, reflecting the evolving Nanyang Technological University’s (NTU) “Be a PFA Champion” onsite challenge, a large-scale immersive event, where participants applied PFA skills in real-time scenarios. The event contributed to a national milestone recognised by the Singapore Book of Records, with 232 individuals trained, significantly elevating CPSS’s visibility and impact.

CPSS also sustained engagement with primary and secondary schools, embedding mental health literacy, emotional regulation, peer support, and help-seeking behaviours into student’s developmental years. This upstream approach lays the groundwork for a generation that is not only more self-aware but also more capable of supporting others, strengthening resilience from within the community itself.

PREPARING HUMANITARIANS FOR OPERATIONAL READINESS



“Physical aid is essential, but the emotional toll of such events can be overwhelming and often goes unaddressed. I wanted to contribute to creating a space where people could process their experiences and find the support they needed to begin healing.”— Malar Palaiyan

56-year-old Ms Malar d/o Palaiyan is one of the key trainers at the Centre for Humanitarian Education (CHE), where she is involved in the Overseas Disaster Deployment (ODDT) programme, teaching participants about the importance of response preparedness and vulnerability reduction.



CHE trained more than 100 aspiring humanitarians through its ODDT programme in 2025, equipping them with operational, technical and psychological competencies required for deployment. On the caregiving frontier, a partnership was forged with CDE, training 567 participants in caregiving for dementia patients, equipping them with practical skills to support vulnerable individuals in everyday settings. These efforts reinforce a critical truth, humanitarian action is not confined to crisis zones. It is equally vital in the quiet, ongoing care within our communities.

Additionally, CHE conducted a skills-based workshop, titled “The Humanitarian Compass: Values and Action in a Turbulent World” at the International Conference on Cohesive Societies (ICCS) in Singapore, and participated in thought leadership engagements across the region and beyond, including:

- Tzu Chi International Youth Association Conference, Singapore
- Southeast Asia Heat Health forum, Singapore
- Regional Humanitarian Partnership Week - Asia Pacific Conference, Bangkok
- ASEAN Academic Conference on Disaster Health Management, Bangkok
- Humanitarian Networks and Partnership Week, Geneva

These engagements signal CHE’s growing influence as a credible voice in shaping the future of humanitarian education, both locally and across Asia Pacific.

ADVANCING A FUTURE-READY TRAINING ECOSYSTEM

SRCA is sharpening its focus on what the future demands, responders who are not only technically equipped, but psychologically prepared. Building on its strong First Aid foundation, SRCA will integrate physical first aid and psychosocial competencies into a unified training continuum, spanning everyday community responders, skilled practitioners, and crisis leaders.

To achieve this, SRCA will deepen partnerships with healthcare institutions, social service agencies, training providers and community networks, co-developing programmes aligned with national skills frameworks and emerging risk. From climate-related health threats and ageing demographics to increasingly complex crises, SRCA is positioning its training to stay ahead of what communities will face ahead.

The academy will also scale its impact beyond Singapore by strengthening localisation and regional capacity building. Aspiring humanitarians will be equipped not just as responders, but as multipliers of action, individuals who can train, influence and mobilise others within their own communities. Through strategic collaborations and purpose-driven partnerships, the Academy will continue to elevate standards in first aid and psychological training, while strengthening community-led preparedness at scale.

STRENGTHENING INTEGRATION THROUGH ORGANISATIONAL ALIGNMENT

To deliver greater impact with sharper focus, CPSS and CHE will be unified under a new entity - Centre for Psychosocial Resilience and Humanitarian Studies. By bringing together expertise in psychosocial support and humanitarian education, the Centre will enable seamless programme design, stronger cross-disciplinary collaboration, and more sustained outcomes for the communities it serves.

Positioned as the national training hub, the Centre will anchor scalable, community-centred initiatives that address Singapore’s evolving needs, from mental health and social resilience to disaster preparedness and humanitarian response.

In doing so, it strengthens a critical national capability: a society that is not only prepared for emergencies, but resilient in the face of adversities.





Inspiring Lifesavers, Sustaining the Lifeline

INSPIRING LIFESAVERS, SUSTAINING THE LIFELINE

“While it’s just an hour of my time, it could mean the rest of someone’s life. That’s what keeps me going.”

— Charmaine Tan

Growing up, 18-year-old YouthInspire member Charmaine Tan often joined her parents on their blood donation appointments, and listened to her father’s stories of how one bag of blood could save three lives. It motivated her to be just like her parents when she was old enough. The moment Charmaine turned 16, she headed straight to the blood bank but was unfortunately informed that her veins were not quite ready yet.

Still, it didn’t deter her one bit. Charmaine took the nurse’s advice on strengthening her veins and incorporated weightlifting and resistance band exercises into her daily routine to prepare herself for the next opportunity. That chance came during the **Blood Donor Programme’s (BDP) Ho-Ho-Hope of Blood Christmas** event in 2024, where she joined the YouthInspire programme. Charmaine actively encouraged more youths to come forward to donate, while encouraging them to advocate for donation when they could not.

Despite growing up with veteran donors in her family, Charmaine still faced the usual worries of first-time donors but was quickly reassured by the staff and volunteers at the bloodbank.



Charmaine Tan - YouthInspire Volunteer and blood donor

“The volunteers and nurses were amazing. They constantly reassured me, made me feel comfortable, and walked me through everything. The blood bank felt so warm and homely, it helped calm my fears.”

— Charmaine Tan

As a new youth blood donor, Charmaine has already made three donations at her tender age and intends to keep going for a long time.

RECRUITING, RETAINING AND RECOGNISING DONORS

Since being appointed as Singapore’s national blood recruiter in 2001, the Singapore Red Cross (SRC) has played

a pivotal role sustaining the nation’s blood supply. At its core, BDP has three strategic thrusts: **recruiting, retaining, and recognising blood donors and mobile organisers**, while **promoting and educating the public about the importance of blood donation** and **organising blood mobile drives in the community**.

HONOURING LIFESAVERS, STRENGTHENING THE DONOR BASE



World Blood Donor Day 2025 After Party



World Blood Donor Day 2025

At the annual World Blood Donor Day celebrations, **2,076 blood donors** and **37 organisations** were recognised by the SRC and Health Sciences Authority (HSA) for their steadfast role in saving lives and their continuous support for the National Blood Programme. In a significant move to increase the donor pool, HSA raised the upper age limit for first-time blood donors from 60 to 65 years old from 1 January 2026, opening the door for more individuals to step forward and contribute.

To further strengthen community ownership, SRC and HSA launched the Adopt the Bloodbank Award, recognising organisations for their support and success in collecting more than 40 units of blood annually at their adopted blood banks. The celebrations closed on a high note with a youth-driven after-party powered by +82, which brought in some of their best acts from South Korea.

By reimagining donor experience, the SRC continues to challenge perceptions of blood donations as clinical or intimidating, transforming it into something vibrant, accessible, and part of everyday life.

ENGAGING THE NEXT GENERATION OF DONORS

Securing the future of Singapore’s blood supply required a shift in perspective, embedding blood donation as a lifestyle among youths. The ‘I’ve Got Drip’ campaign invited youths to see blood donations not as a one-off act but as something meaningful and empowering.

Blood Donor Programme



National Blood Dialogue

The campaign launched the inaugural National Blood Dialogue, themed 'Let's Talk Drip: Your Voice, Your Impact', bringing together 500 young voices to shape Singapore's blood donation future. The campaign further extended to a Sober Party themed 'DRIP & FLOW' aimed to engage the next generation of blood donors by integrating blended music, lifestyle, and culture into one event that saw 200 youths in attendance.

BDP further expanded awareness through a youth-focused campaign fronted by Mediacorp personalities Sonia Chew and Joakim Gomez. This helped reshape perceptions and inspire a new generation of donors through their strong resonance with the youth.



National Blood Dialogue

The campaign was made possible through strong support from partners including *Far East Organisation*, *Glass Dome*, *the National Youth Council's Youngchange Makers Grants*, *Stamford Catering*, *The Spa Esprit Group*, and various artists who provided their services, increasing awareness of the programme.

BUILDING SUSTAINABLE PARTNERSHIPS

The 10th anniversary of Bloodbank@Westgate Tower marked the launch of the enhanced "Adopt a Bloodbank" programme, alongside the introduction of the new Impact Multiplier Award that would be launched at World Blood Donor Day 2026. These initiatives are designed to strengthen long-term collaborations with organisations, empowering them to play an active role in sustaining Singapore's blood supply.



Bloodbank@Westgate Tower's 10th anniversary

Throughout the year, lifestyle-driven collaborations with brands such as *Old Chang Kee*, *OATSIDE*, *POP MART*, and *Wacky Wears* helped bring blood donation into everyday lives. Activations at Artbox further demystified the donation process, making it more approachable and less intimidating for first-time donors.



Outside collaboration



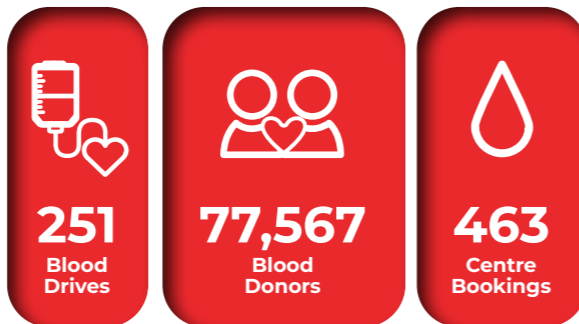
ARTBOX



Old Chang Kee collaboration

TOWARDS A CULTURE OF LIFESAVING

Moving forward, the SRC will continue to drive lifestyle-centric initiatives that position blood donation as a sustained, meaningful practice and not an occasional act. By reshaping perceptions, strengthening partnerships, and empowering individuals to step forward, the BDP is building more than a donor base. They are cultivating a community of lifesavers.



**Standing in Solidarity,
Strengthening
Global Response**



DS Vickram

“One image that stayed with me is seeing people, despite having lost so much, come together, share their food, and help one another. It reminds me that amidst a crisis, there’s still humanity, resilience, and hope.” — DS Vickram, volunteer

EXPANDING PREVENTIVE AND PEER SUPPORT NETWORKS

For 33-year-old DS Vickram, his SRC journey began over a decade ago when he volunteered with various programmes. It has since evolved into a commitment that extends across borders. Through the **Global Engagement (GE)** team, he supported international deployments to provide emergency relief, early recovery and long-term rebuilding in communities affected by crises and disasters, boosting capacity and resilience.

In 2025, Vickram was deployed to Egypt to work closely with the Egyptian Red Crescent Society (ERCS) and the International Red Cross and Red Crescent Movement (RCRC), facilitating coordination, overseeing the procurement of essential relief items, and conducting on-the-ground assessments.

“More than images, it’s the stories of resilience that stay with me. Every deployment broadens your view of the world, and it’s humbling. You think you’re going there to help, but often, the people you meet end up teaching you more than you could ever give.” said Vickram

BUILDING REGIONAL CAPACITY

Beyond frontline response, GE strengthens the systems, partnerships, and capabilities that enable faster, more effective humanitarian action across the region.

At the heart of this is the **Centre of Excellence for Pandemic Preparedness (CoEPP)**, which serves as a regional platform that brings together National Societies, partners, and communities across Southeast Asia to advance pandemic preparedness, coordination, and response to future health crises. Complementing this, SRC’s Humanitarian Engagement initiatives create platforms that deepen awareness, spark dialogue, and mobilise collective action on emerging humanitarian challenges.

SRC further strengthened regional capabilities through seven specialised training conducted with IFRC and sister National Societies. These include training on mental health and psychosocial support, first aid, drone



operations in emergency response, and programmatic and organisational development workshops, equipping 112 participants with essential skills to increase the quality and sustainability of humanitarian operations.

HUMANITARIAN WEEK 2025



The inaugural Humanitarian Week 2025 positioned Singapore as a regional hub for humanitarian dialogue and collaboration. With the theme **“Power of You: Force for Humanity”**, the Singapore Humanitarian Conference (SHC) brought together diverse voices to examine urgent issues from climate and heat resilience to the evolving role of individuals, digital communities, and institutions in shaping humanitarian action.

This momentum was built through a dinner reception themed **‘Humanitarian Encounter – Building Bridges,’** which brought together friends from the diplomatic community, partners, and colleagues from National Societies, strengthening relationships and setting the stage for deeper collaboration.

The week also featured meaningful activities beyond the conference stage. A cross-generational sewing initiative brought together Sands Cares volunteers and ElderAid beneficiaries, with their creations showcased at the conference. It demonstrated how small acts of care can translate into powerful symbols of solidarity.



Marina Bay Sands Engagement

A closed-door dialogue with the Ukrainian Red Cross in collaboration with the Embassy of Ukraine provided insights into operating in complex conflict environments, strengthening understanding among stakeholders in Singapore.

STRENGTHENING PARTNERSHIPS AND REGIONAL NETWORKS

GE continues to deepen ties with sister National Societies through both multi-day exchanges and focused visits, including collaborations with the Turkish Red Crescent, Seoul Chapter of the Korean Red Cross, and Hong Kong Red Cross. These exchanges facilitated knowledge sharing across Care Services, Senior Services, Red Cross Youth, and the Blood Donor Programme.



With Korean Red Cross



Hong Kong Red Cross

Through CoEPP, SRC convened regional health leaders from eight Southeast Asian National Societies at the Red Cross House’s Hall for Humanity to shape the future of pandemic preparedness. Present were representatives from Brunei Darussalam Red Crescent, Indonesian Red Cross (PMI), Lao Red Cross, Malaysia Red Crescent, Myanmar Red Cross, Thai Red Cross, Timor-Leste Red Cross (CVTL), and Viet Nam Red Cross. These representatives form the regional network of CoEPP as Friends of CoEPP.



Poland First Lady’s Visit

Global partnerships were strengthened through high-level engagements, including the visit by the First Lady of Poland, Mrs. Kornhauser-Duda. Her visit, which included

briefings on SRC’s local and global engagement efforts, a tour of the Red Cross Home for the Disabled, and an engagement with ElderAid beneficiaries, underscored international confidence in SRC’s work.

INVESTING IN HUMANITY: A ROUNDTABLE DISCUSSION

In partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC), AON and AVPN, SRC convened a high-level roundtable discussion on innovative humanitarian financing. The discussion advanced a critical agenda: aligning humanitarian needs with corporate capital to strengthen financial resilience against disasters, climate change, and health crises, enabling faster, more scalable, and more efficient aid delivery.

LOOKING AHEAD, SCALING IMPACT IN A MORE UNCERTAIN WORLD



Myanmar - Thailand Earthquake

As humanitarian needs intensify amid escalating conflicts, climate shocks and economic instability, there is more urgency to invest in innovative humanitarian solutions. Moving forward, SRC will continue to champion regional capacity building, advancing ASEAN’s vision of **“One ASEAN One Response”** by working closely with the Southeast Asia National Societies and the **ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)** to strengthen a coordinated network of responders. CoEPP will expand its scope beyond Southeast Asia to South Asia, and initiate efforts in community-based awareness and educational campaigns to ensure vulnerable communities within Singapore are well-informed about preventive measures against pandemics.

At the same time, GE will also deepen its role as a humanitarian thought leader through platforms such as Humanitarian Week, driving dialogues, shaping policy conversations, and reinforcing the relevance and importance of the International Humanitarian Law amongst relevant stakeholders in Singapore and ASEAN.



Gaza Humanitarian Crisis

SRC’S GLOBAL HUMANITARIAN RESPONSE 2025

GE deployed eight staff and 46 volunteers to 11 different overseas missions, including four Overseas Humanitarian Programmes and seven disaster response missions in 2025. Through these efforts, approximately 1.5 million people across 18 countries received critical support spanning relief, recovery, rebuilding, and rehabilitation.

Global Humanitarian Response 2025

Country	SRC's Response
Gaza Humanitarian Crisis	<ul style="list-style-type: none"> Ran two public fundraising appeals to support the scaling up of relief operations and directly support the displaced communities in Gaza, and rebuild lives and restore dignity through the humanitarian operations by the Egyptian Red Crescent and Palestine Red Crescent Society. Contributed close to S\$1.2 million in humanitarian aid to support relief operations in Gaza and Egypt led by the RCRC Movement Partners, including food parcels, hygiene kits, medical supplies, emergency health services, primary healthcare, mental health support, operations of the Rafah field hospital, and tents. The symbolic handover of donations was witnessed by President Tharman Shanmugaratnam Deployed one SRC operations coordinator on a two-week mission to Egypt for needs assessment, procurement and aid movement coordination
Myanmar - Thailand Earthquake	<ul style="list-style-type: none"> Contributed an initial S\$150,000 to support the Myanmar and Thai Red Cross Societies' emergency relief efforts, addressing immediate needs, including the distribution of essential supplies such as food, water, blankets, tarpaulins, and hygiene kits Contributed an additional S\$550,000 worth of relief supplies to the Myanmar Red Cross Society, including hygiene kits for families, women's hygiene kits, jerrycans for collection, distribution and safe storage of clean water, plastic mats, mosquito nets, and tarpaulins, supporting approximately 8,000 households Dispatched close to 300 water filters and 900 solar-powered lights to regions such as Mandalay, Sagaing and communities without power Contributed another S\$600,000 in humanitarian and resilience interventions through the Myanmar Red Cross, IFRC and ICRC, and deployed a SRC volunteer on the ground for a month to coordinate the SRC's response, assess needs on the ground and work together with the IFRC as a Strategic Partnerships and Resource Mobilisation Operations Coordinator
2023 Kamarmaras Earthquake	<ul style="list-style-type: none"> Contributed S\$600,000 in humanitarian assistance to support the IFRC, ICRC and Türk Kızılay in a range of critical interventions across hard-to-reach and conflict-impacted areas
Pakistan Floods	<ul style="list-style-type: none"> Contributed S\$50,000 to support the humanitarian efforts and launched a public fundraising appeal to support communities ravaged by the monsoon floods
Afghanistan Earthquake	<ul style="list-style-type: none"> Contributed S\$50,000 in humanitarian aid and launched a public fundraising appeal to support communities devastated by the 6.0 magnitude earthquake
Philippines Earthquake	<ul style="list-style-type: none"> Contributed S\$50,000 to support the urgent medical needs, water sanitation and hygiene (WASH), and mental health and psychosocial support activities by the Philippine Red Cross
Regional Climate Emergency	<ul style="list-style-type: none"> Launched a public appeal to support the disaster response in Philippines Contributed S\$50,000 to support immediate relief efforts in Vietnam Contributed S\$50,000 to support urgent relief and recovery efforts of five National Societies - Sri Lanka Red Cross Society, Palang Merah Indonesia, Malaysian Red Crescent Society, Thai Red Cross Society, and Viet Nam Red Cross Society, amounting a total of S\$250,000
Sri Lanka Cyclone	<ul style="list-style-type: none"> Launched a public fundraising appeal to support Sri Lanka Red Cross Society's (SLRCS) urgent relief efforts and recovery Deployed a team of four trained responders to support the ongoing relief operations led by SLRCS



Nurturing Young Humanitarians, Shaping Leaders of Tomorrow



Guo Siyan (middle)

NURTURING YOUNG HUMANITARIANS, SHAPING LEADERS OF TOMORROW

“RCY provides a platform for individuals to grow while making a real difference in the community. Whether you serve on the front lines or behind the scenes, you are part of something larger than yourself.”

— Guo Siyan

At 26, Guo Siyan’s journey with the Singapore Red Cross (SRC) **Red Cross Youth** (RCY) began at the National University of Singapore’s (NUS) Co-curricular Activities (CCA) Fair, where he was searching for purpose beyond academics. What drew him in was not just the opportunity to volunteer but also the chance to contribute meaningfully behind the scenes, to be part of something greater, and to grow through service.

The RCY programme cultivates children and youth throughout their developmental years to become humanitarians of tomorrow - with the Red Cross Junior (RCJ) @ Preschool and RCJ @ Community for children aged five to nine to; RCY Links and Cadets for primary and secondary school children; and the RCY Chapters and Youth@Community for youth aged 10-25 years old.

PROJECT R.I.C.E.+ : YOUTH IN ACTION

RCY’s annual nationwide fundraising initiative Project R.I.C.E.+ was how Siyan got started. Siyan worked with a dedicated team of 27 youth leaders from 10 Institutes of Higher Learning (IHL) over two years, overseeing key aspects of the project to ensure the smooth execution of fundraising, packing, and distribution. In 2025, Project R.I.C.E.+ successfully raised S\$628,918, bringing food and daily essentials to local vulnerable communities, such as low-income, skipped-generation, single-parent families, isolated seniors, persons with disabilities, and migrant workers. 42,000 bundle sets benefited 32,000 individuals from 20,000 households from the SRC’s programmes, and other Family Service Centres, Resident Networks, Community Centres, and Partnering Organisations.



World Red Cross Day

Beyond the numbers laid something more powerful - youth stepping up to take ownership, creating impact at the national level. Proof that age is never a barrier to leadership.



SRC Ambassador Priscilla Chan and Family for Project R.I.C.E.+ Distribution

CULTIVATING COMPASSION THROUGH THE ARTS

In partnership with *Pacifica Music Academy*, RCJ celebrated a significant milestone with its first-ever concert, the RCJ x Friends in Harmony Concert, serving as a reminder that compassion has no age limit. Held at the NUS Shaw Foundation Alumni House, the event line-up featured a heartwarming showcase of music and performances by young talents from five pre-schools with the RCJ programme, including an uplifting finale collaboration with Pacifica. The concert raised a total of S\$5,880, which will support SRC’s youth development programmes, demonstrating that even the youngest can make a meaningful difference.



RCJ x Friends Concert



EXPANDING GLOBAL AND TECHNICAL EXPOSURE

RCY’s commitment to developing well-rounded humanitarians extends beyond Singapore’s shores. 16 students from eight schools participated in a week-long Overseas Humanitarian Programme in Yogyakarta and Klaten, Indonesia in 2025 to conduct hygiene and health promotion, first aid and blood donation awareness activities, and assisted in renovations such as the painting, and installation of sinks and portable water filters at Cangkringan Elementary School and Tegalmulyo Elementary School.

COMMUNITY CARE

Through Project S.W.I.F.T., youth volunteers conducted regular check-ins with elderly on the Home Monitoring and Eldercare (HoME+) programme, supporting their wellbeing while ensuring HoME+ is well-maintained at their homes. With 75 committed volunteers deployed throughout the year, Project S.W.I.F.T. reached out to 133 households.

BUILDING THE NEXT GENERATION OF LEADERS

RCY continues to strengthen youth participation by establishing a clear development pathway that promotes cross-departmental collaboration and experiential learning. Through structured mentorship, hands-on deployment, and guided facilitation opportunities, youths are progressively equipped to take on trainer and leadership roles within SRC. This initiative not only strengthens organisational capability but also

contributes meaningfully to the leadership development of participating youths, empowering them with practical skills and confidence.

Looking ahead, RCY will embark on several key initiatives aimed at strengthening youth engagement and deepening community impact, such as the inaugural Youth General Assembly to unify youth members across units from IHLs, provide a collective voice for dialogue and ideas, and foster shared ownership of SRC’s strategic direction.

Through the Red Cross Junior Concert themed “Little Hands for Humanity”, we will continue to empower young talents to promote humanitarian values and raise funds to support vulnerable communities in Singapore. Complementing this will be a series of camps and festive celebrations designed to build camaraderie, resilience, and service-learning experiences. Together, these programmes aim to strengthen bonds within the RCY network, cultivate a spirit of volunteerism, and deepen meaningful engagements with the communities.



RCJ Halloween



Empowering Volunteers, Strengthening Community Impact



Volunteer Convention 2025

EMPOWERING VOLUNTEERS, STRENGTHENING COMMUNITY IMPACT

“Volunteering keeps me grounded. It reminds me how much impact simple things like showing up consistently or just caring can have. Over time, it stopped feeling like ‘giving’ and started feeling like ‘belonging’.”

— Prithha H Srma

With over 900 volunteering hours, 37-year-old Prithha H Srimal is one of the **60,131 volunteers** powering SRC’s humanitarian work. What began as a personal search for purpose has grown into a sustained commitment, connecting her with people from all walks of life, from fellow volunteers to beneficiaries at blood drives and community programmes.

3RD VOLUNTEER CONVENTION 2025

At the annual Volunteer Convention, 500 volunteers gathered to celebrate **“Power of You: Force for Humanity.”** Through shared experiences and conversations on collective action, the convention reinforced a powerful idea – when individuals come together with purpose, their impact multiplies.



Volunteer Convention 2025

Beyond service, volunteering fosters lasting human connections. As Prithha shared, many she met through SRC have become close friends, bonded by shared experiences and the humanitarian cause.

“Along the way, I’ve met so many volunteers who share the same passion and spirit. Some of them have gone on to become friends over the years, bonded by a common purpose. It feels like I had known them forever, even though I had met some of them for the very first time. Moments like these remind me that volunteering doesn’t just build communities – it builds friendships that last.”

— Prithha H Srma

DRIVING ENGAGEMENT THROUGH DIGITAL AND DATA



To deepen engagement and amplify volunteer voices, SRC launched the **@SRCvolunteer** page on Instagram platform, dedicated to showcase authentic stories, programme highlights, and opportunities to get involved. Since its launch, the page achieved a total of over **180,000 views**, reflecting a growing interest in volunteerism and a shift towards more human-centred storytelling.

VOLUNTEER LEADERSHIP PROGRAMME

The annual Volunteer Leadership Programme (VLP) Fundamental Workshop was conducted for 30 nominated volunteer leaders from across various SRC programmes, equipping them with foundational leadership skills to better lead their volunteer teams.

Volunteer Management



Volunteer Leaders Programme

The newly trained Volunteer Leaders officially graduated from the VLP 2025 edition during Volunteer Convention 2025, marking a key milestone in their leadership journey. With this cohort's completion, the Singapore Red Cross now has a strengthened and growing Volunteer Leader (VL) community of over 120 empowered leaders across its various programmes, further enhancing leadership capacity and sustainability within the organisation's volunteer ecosystem.

VOLUNTEER SKILLS TRAINING



Volunteer Skills Training



Volunteer Skills Training

In 2025, the Volunteer Skills Training (VST) programme conducted 14 training sessions, equipping 303 volunteers with enhanced knowledge and practical skills across a wide range of functional and specialised areas. In collaboration with various departments, the Volunteer Management (VM) team built capacity in volunteer deployment, such as blood donor care, digital fundraising, retail and customer service, guest liaison and eldercare.

REVAMP OF SRC MEMBERSHIP

As part of a broader Membership Revamp, SRC introduced the Youth Membership Conversion Programme to cultivate long-term engagement and advocacy. Enhancements to the membership framework, including refreshed benefits

and a revamped webpage, were supported by student-led video projects in collaboration with Singapore Institute of Technology (SIT), expanding outreach and relevance among younger audiences.

PROJECT ORAKEL - VMS DATA ANALYSIS INITIATIVE

Project Orakel is a volunteer-led initiative that leverages data analytics to optimise the Volunteer Management System (VMS) by turning raw data into actionable insights. The project aims to strengthen volunteer recruitment, engagement, and retention, while supporting more effective programme planning and resource allocation.

The project began by analysing **Post-Volunteer Induction Session activation rates**, before examining programme-specific data to recommend targeted campaigns and process enhancements to **improve volunteer engagement and retention**. At its core, Project Orakel advances a **data-driven approach** within SRC, with the potential to expand beyond volunteer analytics to maximise overall organisational impact.

LOOKING AHEAD: FROM PARTNERSHIPS TO EMPOWERMENT

Moving forward, VM will deepen partnerships across corporate, community, and social sectors to expand volunteer opportunities and strengthen community networks. Greater emphasis will be placed on empowering volunteer leaders, recognising contributions more visibly, and enabling volunteers to take on more active roles in shaping and driving initiatives.

Because the future of humanitarian work will not be built by organisations alone, but by the communities of individuals who choose to step forward, take ownership, and act.



Volunteer Management



**Mobilising Support,
Amplifying Humanity**

MOBILISING SUPPORT FOR HUMANITARIAN IMPACT

“By mobilising people and organisations in humanitarian service, the Singapore Red Cross continues to be a powerful force for good, catalysing philanthropy, inspiring volunteerism, and forging partnerships that make a meaningful difference both locally and globally. As we celebrate SG60, I am proud to witness the shared values of multiculturalism, boldness to venture into new frontiers, and being resilient in the face of challenges being exemplified by the passionate volunteers, staff, donors, and partners of the Singapore Red Cross through your dedicated service to humanity.”

— President Tharman Shanmugaratnam, Patron of Singapore Red Cross

SRC’s **Resource Development (RD) team fosters donor and partner engagement through strategic collaborations, grant acquisitions, social enterprises and events, as well as individual, community and digital fundraising.**

EXPANDING DIGITAL FUNDRAISING CAPABILITIES

SRC continued to enhance its digital fundraising capabilities through online platforms and corporate partnerships. Digital channels complemented traditional fundraising efforts, supporting emergency appeals and community programmes, while improving accessibility and engagement with a broader audience.

STRENGTHENING INDIVIDUAL GIVING

SRC secured over S\$3 million in donations through one-time and recurring donations, and at roadshows such as the SRC’s 75th Anniversary Community Pop-ups across five different locations, and through a strong partnership with **FoodHub**, enabling SRC’s presence at eight outlets.

DELIVERING IMPACT THROUGH FUNDRAISING EVENTS

Themed “Together for Humanity”, the SRC annual **Grateful Hearts Day** fundraiser raised over S\$325,000, in partnership with 69 schools and 35 groups and individuals.

The “Swing for Red” **Charity Golf and Dinner** brought together 144 golfers, raising over S\$465,000 for SRC’s local humanitarian services.



Charity Golf & Dinner



Singapore Red Cross Charity Concert 2025 — Our Home. Love 60 Charity Concert
《同一家园·爱心60慈善演出》

The **Singapore Red Cross Charity Concert 2025 — Our Home. Love 60 Charity Concert** 《同一家园·爱心60慈善演出》 raised more than S\$800,000 to support the SRC’s humanitarian services for the local communities, uniting more than 150 performers and volunteers from diverse backgrounds.

ADVANCING COMMUNITY-LED FUNDRAISING

For the second year in a row, **Riders Aid Singapore** rallied biker communities from Singapore, Malaysia, and Indonesia, for a charity ride to support the SRC. The team raised over S\$27,000 during this event.



117th Battalion Strike

As one of the organisations that responded swiftly in the wake of the Myanmar-Thailand earthquake **BreadTalk Group Pte Ltd** raised over S\$33,000 for the communities affected by the earthquake through the sale of their signature ‘Flosss’ bun across all their branches.

Throughout the year, different corporates and interest groups came together to support the SRC, bringing like-minded individuals who wanted to do good while having fun, such as the **117th Strike Battalion**, which was based around the popular multiplayer online game ‘Hell Divers 2’, held their first-ever fundraising event at Singapore Comic Con 2025 through the sale of 3D-printed merchandise and photo opportunities with group members cosplaying, and **Fire City SG, CrossFit Kampong and Lululemon Southeast Asia** organised the Silver Steps: A Community Day to Move & Connect, bringing together people to work out while supporting a good cause.

For the second year running, **SmilingDMs**, a group of Dungeons & Dragons enthusiasts, held a day of Dungeons & Dragons, welcoming new and seasoned players to participate in the game while fundraising for a good cause, and longtime SRC friend and partner, **George’s Cycling Team** organised the National Day Charity Cycle, inviting cycling enthusiasts and supporters to fundraise for the SRC. Since 2024, **Kuo Chuang Presbyterian Primary**



Partnerships for Humanity

School has supported the SRC’s local and international humanitarian efforts through their own fundraising efforts, such as the year-end ‘P6 Charity Bazaar’ with the sale of products made from recyclable materials and pre-loved items.

DEEPENING CORPORATE PARTNERSHIPS

SRC was encouraged by the strong participation from long-standing supporters and new corporate partners at **Partnerships for Humanity**, our corporate engagement event held on World Red Cross Day. Representatives from over 30 companies gathered for an afternoon of purposeful dialogue and collaboration over lunch. Panellists from Stellar Lifestyle, Frasers Property Limited, DHL Express Singapore, and UBS shared how purpose-led initiatives can drive meaningful and sustainable impact, reinforcing a shared commitment to uplifting vulnerable communities.



Christmas Gift Wrapping with SRC Ambassador Jean Danker

Supported and ran by over 250 SRC volunteers, the SRC’s annual Christmas gift-wrapping campaign, **Gift from the Heart**, spanned five locations - Chinatown Point, Velocity @ Novena Square, United Square, West Mall and Hougang Mall, and raised more than \$40,000 to support the SRC’s local community programmes.

UOL Group further supported the SRC by bringing Young Hearts’ children to experience Sesame Street – The Musical at United Square Mall, and fulfilled the children’s Christmas Wishes through the UOL Gives Back – Make A Wish Come True initiative.

Frasers Property continued to support the SRC through donations, blood drives, and employee engagement. They contributed \$100,000 to the Meals With Love Programme, supporting 112 families with six months of food vouchers

and access to nutritious meals. In addition, **Frasers Property** hosted three blood drives at Northpoint City and Alexandra Point. 150 employee volunteers also participated in monthly volunteering sessions at Red Cross Home for the Disabled and the Red Cross Shop.

SOCIAL ENTERPRISE INITIATIVES

In continuation of their support for the SRC, **LuxLexicon** and **MTM Labo** collaborated on a 6-hour livestream for the sale of pre-loved luxury items, which includes bags, footwear, clothing, and accessories, all generously donated for auction, and raised nearly S\$46,000.

With the invaluable support of SRC volunteers, the SRC’s **Christmas Bazaar** raised approximately S\$7,500 from the sale of brand new and pre-loved items. The bazaar also provided an opportunity for corporate volunteers to participate, allowing them to engage directly in supporting a meaningful cause.



Singapore Red Cross Awards 2025

At the **Singapore Red Cross Awards 2025**, SRC honoured more than 300 exemplary individuals and organisations, including youth leaders, volunteers, donors, and community partners, for their steadfast support of its humanitarian mission. Against the backdrop of the SG60 exhibition, which highlighted the transformative impact of SRC’s humanitarian programmes, Guest-of-Honour President Tharman Shanmugaratnam, Patron of Singapore Red Cross, interacted with SRC volunteers, staff, and partners who play a vital role in advancing the organisation’s mission. He also met SRC service-users whose lives were improved with SRC’s support - from vulnerable families overcoming adversity through food aid and financial empowerment, to children from challenging backgrounds finding renewed hope through education and mentorship.

ADVANCING A SUSTAINABLE FUNDRAISING ECOSYSTEM

Looking ahead, RD will continue to adapt and future-proof fundraising through the expansion of engagement with family offices, corporate ESG partners, and grantmakers, tapping into new donor segments, including the crypto community and professional networks, and developing legacy giving opportunities. To build a sustainable fundraising ecosystem and secure long-term and multi-year funding, RD will look at pursuing a diverse donor pool and stewarding existing donors and donor-organisations to increase giving collaborations and collective efforts while strengthening digital fundraising and long-term partnerships.

“Photographs are clear manifestations of a person’s passion and commitment,” — Billy Wong



Billy Wong

AMPLIFYING HUMANITY, STRENGTHENING PUBLIC TRUST

At 72, Billy Wong has spent over three decades behind the lens. His journey with the Singapore Red Cross began with a simple moment, reading about flood relief operations in East Timor. Though he could not serve on overseas missions, he chose another path; to tell the stories that move others to act.

Today, Billy documents defining moments for the SRC. Through his lens, humanity is not abstract, it is visible, immediate and deeply personal.

Like Billy, many volunteers power the work of SRC’s Marketing and Communications (M&C), not just in capturing moments that inspire action but also in shaping how compassion is felt, seen, and understood. Their contributions enable SRC to translate action into stories that inspire trust, participation, and sustained support.

Close to **S\$3.2 million** in PR value

More than **168K followers** Across social media

DRIVING VISIBILITY AND INFLUENCE

SRC generated close to **S\$3.2 million in media value** across 400 features spanning broadcast, print and digital platforms in 2025. Beyond visibility, these efforts positioned the Singapore Red Cross as a credible and consistent voice in humanitarian action.

Through collaborations with Goodwill and Social Ambassadors, as well as key opinion leaders across diverse communities such as gaming, cosplaying, and lifestyle, the team expanded the reach of campaigns such as Grateful Hearts Day and World Blood Donor Day. These efforts

ensured that humanitarian action remained relevant, accessible, and embedded in everyday life.



ENGAGING COMMUNITIES THROUGH DIGITAL CAMPAIGNS

Storytelling remained central to deepening public connection, from awareness to action. Through campaigns such as ‘Acts of Kindness,’ SRC spotlight the quiet power of everyday compassion and encouraged individuals to step forward and take action. To strengthen connection and trust, #SRCINTHEZONE brought audiences behind the scenes, offering an unfiltered glimpse into the people, purpose, and realities driving humanitarian work.



Complementing this, SRC also launched a social campaign ‘On the Side of Humanity’ that honoured everyday heroes, volunteers who step forward without hesitation to be deployed across borders, shining a light on courage in action.

Beyond storytelling, we mobilised campaigns that drove both awareness and participation. The launch of HoME+ v2.0 was anchored by a thought-provoking campaign ‘Is Your Home Safe?’, prompting the reflection on the hidden risks faced by seniors living alone. Paired with the message - ‘We can’t always be there, but we can always make our home a safer place’, it positioned HoME+ as an extension of care, enabling safer, independent living with dignity.



SRC Ambassador Sheila Chong and Family - Pop Toy Show

The team supported Singapore Red Cross Academy to launch the Junior First Aid Workshop with PEANUTS™ during the school holidays where they transformed life-saving skills into engaging, story-led experiences for children.

EXPANDING OUTREACH ACROSS SINGAPORE SRC’s 75th Anniversary community pop-ups continued to extend its presence into the heartlands, with activations

across locations such as One Holland, Safra Toa Payoh, and West Coast Plaza. These ground engagements brought humanitarian work closer to everyday Singaporeans.



Participation in youth-centric events such as ARTBOX Singapore and POPTOY Show Singapore enabled SRC to connect with younger audiences, inspiring them to support our humanitarian mission.

STRENGTHENING IMPACT THROUGH COMMUNICATIONS

Moving forward, the team will sharpen its role as a strategic driver of impact by strengthening narratives, leveraging data and digital platforms to convert awareness into sustained participation. To strengthen youth engagement, the team will empower youth as advocates of humanity, and embed SRC within youth-centric spaces and events to meet them where they are.

Because in a world of competing attention, it is not enough to be seen. Humanity must be understood, trusted, and lived through action.

Our Presence

Headquarters: Red Cross House

15 Penang Lane, Singapore 238486 (Also houses Singapore Red Cross Academy & Shop)

Red Cross Youth Presence RED CROSS JUNIORS (PRE-SCHOOLS)

Cherie Hearts @ Charlton Pte Ltd
7oaks Preschool - Pasir Ris St. 11
ACE@WORK Childcare Pte Ltd (CCK 703)
Ace@Work Childcare Pte. Ltd (Blk 757)
Agape Little Uni @ CCK
Agape Little Uni @ Commonwealth
Al-Nasry Childcare Pte Ltd
Alora Preschool Childcare and Infant Care Centre
Apricot Academy
Artemis Preskool @ Tampines
Bright Sparks Childcare LLP
Brighton Montessori (Kovan)
Carpe Diem Childcare Resort
Chatsworth Preschool Pte Ltd
Chee Hoon Kog Child Care Centre
Cherie Hearts Kidz Campus @ Pasir Ris Elias Mall
Columbia Preschool/ SDM Childcare Centre (Jurong East) Pte Ltd
Cuddle Kids Playhouse
Ebridge Preschool @ Punggol Large Child Care Centre
E-Bridge Preschool @ Yishun
E-Bridge Pre-School Bukit Panjang
Global Tots Preschool - Braddell
Happy Town Childcare Pte Ltd
Iman Childcare Woodgrove
Kanooka School House
Kidz Meadow @ Punggol
Kidz Meadow Childcare & Development (Woodlands)
Kidz Meadow Childcare & Development (Yishun)
Kidz Meadow Childcare & Development Centre (Bedok North)
Kidz Meadow Childcare & Development Centre (Buangkok Crescent)
Kidz Meadow Childcare & Development Centre (Buangkok Ridge)
Kidz Meadow Childcare & Development Centre (Hougang)
Kidz Meadow Childcare & Development Centre (Jurong West)
Kidz Meadow Childcare & Development Centre (Pasir Ris)
Kidz Meadow Childcare & Development Centre (Yew Tee)
Learning Vision @ Work (Nanyang Polytechnic)
Learning Vision @ Work (TechPoint)
Little Atlas Preschool
Little Footprints Preschool @ ITE West
Little Footprints Preschool @ Teban Gardens
Little Footprints Preschool Group Pte Ltd @ TP372
Little Footprints Preschool Pte Ltd (Ang Mo Kio)
Little Skool-House Republic Polytechnic
Little Skoolhouse@TP
Little Treasures Childcare (Woodlands) Pte Limited
Little Treasures Childcare @ Hougang Pte Ltd

Little Treasures Childcare @ Wlds Circle Pte Ltd
M.Y World @ Bidadari Alkaff Vista
M.Y World @ Bukit Batok West Quarry
M.Y World @ Punggol Edge
M.Y World @ Yishun Fern Grove
M.Y World Preschool (Boon Keng Branch)
Mindchamps Preschool @Tampines Point
Modern Montessori Preschool (Bukit Batok)
MOE Kindergarten @ Fernvale Primary School
MOE Kindergarten @ Greendale
MOE Kindergarten @ Northoaks
MOE Kindergarten @ Wellington
My First Skool @ 49 Whampoa South
My First Skool @ Blk 101 Rivervale Walk
My First Skool @ Blk 503 Bedok North
My First Skool @ Blk 706 Hougang
My First Skool @ Yishun Centre 4
My First Skool at 6 New Punggol Road
My First Skool Haig Rd
My Kiddie Klubhouse Pte Ltd
PCF Sparkletots @ Jurong Central Blk 308
PCF Sparkletots @ Eunos Blk 122
PCF Sparkletots @ Kampong Chai Chee Blk 135 (KN)
PCF Sparkletots @ Kembangan Chai Chee Blk 116 (DS)
PCF Sparkletots @ Kembangan Chai Chee Blk 32
PCF Sparkletots @ Pasir Ris Central Blk 412 (CC)
PCF Sparkletots @ Punggol North Blk 663A DS
PCF Sparkletots @ Punggol Shore Blk 171C (KN)
PCF Sparkletots @ Radin Mas Blk 18
PCF Sparkletots @ Sengkang East Blk 123A
PCF Sparkletots @ Sengkang East Blk 143
PCF Sparkletots @ Sengkang North Blk 298B
PCF Sparkletots @ Serangoon Blk 125
PCF Sparkletots @ Tampines Central Blk 868A
PCF Sparkletots @ Woodlands Blk 604 (CC)
PCF Sparkletots Pioneer Blk 665A
PCF Sparkletots Preschool @ 353 Keat Hong
PCF Sparkletots Preschool @ Ang Mo Kio - Hougang Blk 535 (DS)
PCF Sparkletots Preschool @ Braddell Heights Blk 246
PCF Sparkletots Preschool @ Brickland Blk 801
PCF Sparkletots Preschool @ Bukit Batok east BIK 241
PCF Sparkletots Preschool @ Bukit Timah Branch (BTCC305)
PCF Sparkletots Preschool @ Fengshan Blk 108 (CC)
PCF Sparkletots Preschool @ Fengshan Blk 76
PCF Sparkletots Preschool @ Jalan Kayu 518
PCF Sparkletots Preschool @ Jalan Kayu 999
PCF Sparkletots Preschool @ Kebun Baru Blk 172
PCF Sparkletots Preschool @ Kembangan Chai Chee Blk 326
PCF Sparkletots Preschool @ Paya Lebar Blk 125 (KN)
PCF Sparkletots Preschool @ Paya Lebar Blk 221

PCF Sparkletots Preschool @ Pioneer Blk 694
PCF Sparkletots Preschool @ Sengkang North Blk 292B
PCF Sparkletots Preschool @ Sengkang West Blk 330A (DS)
PCF Sparkletots Preschool @ Tampines Central Blk 856
PCF Sparkletots Preschool @ Teck Ghee Blk 310A (CC)
PCF Sparkletots Preschool @ Whampoa Block 85
PCF Sparkletots Preschool @ Woodgrove Blk 571B (CC)
PCF Sparkletots Preschool @Bishan East- Sin Ming Blk 181 (CC)
PCF Sparkletots Preschool @Sengkang Central Blk 210
PCF Sparkletots Preschool @Sengkang North Blk 231/232
PCF Sparkletots Preschool @Sengkang North Blk 290A
PCF Sparkletots Preschool at Fernvale Blk 455
PCF Sparkletots Preschool Bukit Batok East @ Blk 271
PCF SPARKLETOTS PRESCHOOL@ BUKIT TIMAH BLK 12
PCF Sparkletots Preschool@Ayer-Rajah-Gek Poh Blk 276D
PCF Sparkletots@Chong Pang Blk 288
Picket fence @Macpherson
Planet Montessori Pte Ltd
SDM Childcare Centre Pte Ltd @ Choa Chu Kang
SDM Ichiban Preschool Pte Ltd
Shaws Preschool Katong Post
Skool4kidz Campus @ Sengkang Riverside Park
Small Wonder Bukit Batok
Sparkletots Preschool @ Buona Vista 32
Star Learners @ Choa Chu Kang Sports Centre Pte Ltd
Star Learners @ Siglap
Star Learners @ Ubi
Star Learners @ Yishun
Star Learners Bedok
Sunflower Childcare and Development Centre Pte Ltd
Sunflower Preschool @ Balestier
Sunflower Preschool @ Bedok South
Sunflower Preschool @ Dakota
Sunflower Preschool @ Frankel
Sunflower Preschool @ Mindef Depot
Sunflower Preschool @ NSE Pte Ltd
Sunflower Preschool @ Pasir Pte Pte Ltd
Sunflower Preschool @ Siglap Pte Ltd
Sunflower Preschool @ Yishun Pte Ltd
Sunflower Preschool Bedok Pte Ltd
Sunflower Preschool@Punggol Field Walk
Sunshine Kids Care Centre Pte Ltd
Sunshine Kids Preschool (Woodlands)
The Little Skool-House At Devan Nair Institute
Tinkerland Pte Ltd
Twinklekidz Academy Pte Ltd
Viv Schoolhouse
Wharton Eastcoast Pte Ltd
Young Minds Childcare Centre Pte Ltd
Zee Schoolhouse Pte Ltd

RED CROSS YOUTH UNIFORMED GROUPS - LINKS (PRIMARY SCHOOLS)

Ang Mo Kio Primary School
Angsana Primary School
Blangah Rise Primary School
Boon Lay Garden Primary School
Bukit Panjang Primary School
Bukit View Primary School
Chongfu School
Compassvale Primary School

Corporation Primary School
Damai Primary School
Frontier Primary School
Greendale Primary School
Haig Girls' School
Holy Innocents' Primary School
Innova Primary School
Jiemin Primary School

Kheng Cheng School
Naval Base Primary School
New Town Primary School
Peyiying Primary School
River Valley Primary School
Rivervale Primary School
Sembawang Primary School
Telok Kurau Primary School

Valour Primary School
Xinmin Primary School
Xishan Primary School
Yumin Primary School
Zhenghua Primary School

RED CROSS YOUTH UNIFORMED GROUPS - CADETS (SECONDARY SCHOOLS)

Ang Mo Kio Secondary School
Assumption English School
Bartley Secondary School
Bendemeer Secondary School
Broadrick Secondary School
Cedar Girls' Secondary School
Chij Secondary (Toa Payoh)
Commonwealth Secondary School
Compassvale Secondary School
Crescent Girls' School

Dunman Secondary School
Evergreen Secondary School
Fuhua Secondary School
Greendale Secondary School
Guangyang Secondary School
Hougang Secondary School
Hua Yi Secondary School
Jurong Secondary School
Jurong West Secondary School
Marsiling Secondary School

Meridian Secondary School
Nan Chiau High School
Northbrooks Secondary School
Punggol Secondary School
Queenstown Secondary School
Raffles Girls' School (Secondary)
Raffles Institution
Regent Secondary School
Seng Kang Secondary School
Serangoon Garden Secondary School

Serangoon Secondary School
Singapore Chinese Girls' School
St. Gabriel's Secondary School
St. Margaret's School (Secondary)
Tanjong Katong Girls' School
Victoria School
Yio Chu Kang Secondary School
Zhenghua Secondary School

RED CROSS YOUTH CHAPTERS & CLUBS (INSTITUTES OF HIGHER LEARNING)

Nanyang Technological University (NTU)
National University of Singapore (NUS)
Singapore Management University (SMU)
Singapore Institute of Technology (SIT)

James Cook University (JCU)
ITE College East (ITE CE)
Nanyang Junior College (NYJC)
Raffles Institution (RI)
Anderson Serangoon Junior College (ASRJC)
Ngee Ann Polytechnic (NP)

Singapore Polytechnic (SP)
Overseas Family School (OFS)
Canadian International School (CIS)
Yuvabharathi International School (YBIS)
Global Indian International School (GIIS)

NPS International School (NPSI)
United World College of South East Asia (UWCSEA)
University of the Arts (UAS)
Anglo-Chinese School (International) (ACSI)

Singapore Red Cross Academy

- 1 SRCA @ Atrium @ Orchard**
International Involvement Hub (I2Hub), 60A Orchard Road, Level 4M Tower 1, #04-02 (near Plaza Singapura, Dhoby Ghaut MRT, Exit F), Singapore 238890
- 2 SRCA @ YWCA Fort Canning**
#02-08, 6 Fort Canning Road, Singapore 179494
- 3 SRCA @ Woodsquare**
12 Woodlands Square, Tower 1, #14-62/63/64/65 Woods Square, Singapore 737715
- 4 SRCA @ SDG Centre**
26 Ubi Rd 4, Level 3, Singapore 408613
- 5 SRCA @ Our Tampines Hub**
1 Tampines Walk, #02-06, Singapore 528523 (Also houses ElderAid)
- 6 SRCA @ Tanjong Pagar MRT**
120 Maxwell Road, #B1-17A/41/42/43/45, Singapore 069119
- 7 SRCA @ Westgate**
1 Gateway Drive, #10-06 Westgate Tower, Singapore 608531

Bloodbanks

- 8 Bloodbank@Health Sciences Authority**
11 Outram Road, Singapore 169078
- 9 Bloodbank@Dhoby Ghaut**
11 Orchard Rd, #B1-01 to 09, Staytion Lifestyle Centre (Dhoby Ghaut MRT), 238826
- 10 Bloodbank@Woodlands**
900 South Woodlands Drive, #05-07 Woodlands Civic Centre, Singapore 730900
- 11 Bloodbank@One Punggol**
1 Punggol Dr, #02-38, Singapore 828629
- 12 Bloodbank@Westgate Tower**
Westgate Tower, 1 Gateway Drive, #10-01 to 05, Singapore 608531

Young Hearts

- 13 Nee Soon Care Corner**
Block 269B, #01-535, Yishun Street 22, Singapore 762269
- 14 Yishun A*Posh Bizhub (opposite Care Corner)**
1 Yishun Industrial Street 1, #06-10, Singapore 768160
- 15 Tampines MWS Family Service Centre:**
469 Tampines St 44, #01-156, Singapore 520469



Red Cross

- Red Cross Campsite**
62 Jln. Khairuddin, Singapore 457524 (Also houses Red Cross Shop @ Campsite)
- 16 Red Cross Home for the Disabled**
8 Lengkok Bahru, #04-01 Family Link @, Singapore 159052
- 17 Red Cross Day Activity Centre for the Disabled**
536 Jurong West Street 52, #01-497, Singapore 640536

ElderAid

- 18 Kampung Senang**
Blk 840 Tampines Street 82, #01-111, Singapore 520840
- 19 Our Tampines Hub**
Wellness Centre, 1 Tampines Walk #03-31, Our Tampines Hub, Singapore 528523

First Aiders on Wheels

- 20 East Coast Park**
- 21 Pulau Ubin**
- 22 Punggol Waterway/Coney Island**
- 23 Jurong Lake Gardens**



Financial Highlights

Financial Highlights

SINGAPORE RED CROSS SOCIETY

STATEMENT OF FINANCIAL POSITION 31 DECEMBER 2025

	2025	2024
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	25,079,863	23,173,763
Other receivables, deposits and prepayments	4,551,251	4,337,686
Total current assets	<u>29,631,114</u>	<u>27,511,449</u>
Non-current assets		
Property, plant and equipment	8,069,609	9,097,515
Right-of-use assets	2,542,854	3,293,667
Total non-current assets	<u>10,612,463</u>	<u>12,391,182</u>
Total assets	<u>40,243,577</u>	<u>39,902,631</u>
LIABILITIES, FUNDS AND RESERVES		
Current liabilities		
Other payables and accruals	8,408,148	8,872,073
Lease liabilities	73,886	337,976
Total current liabilities	<u>8,482,034</u>	<u>9,210,049</u>
Non-current liabilities		
Deferred capital grants	194,268	302,112
Lease liabilities	66,536	108,983
Total non-current liabilities	<u>260,804</u>	<u>411,095</u>
Funds and reserves		
Unrestricted funds	26,643,896	27,370,558
Restricted funds	4,856,843	2,910,929
Total funds and reserves	<u>31,500,739</u>	<u>30,281,487</u>
Total liabilities, funds and reserves	<u>40,243,577</u>	<u>39,902,631</u>
Net assets of:		
International Relief Funds, held on behalf and managed by Singapore Red Cross Society	<u>32,897,489</u>	<u>31,802,280</u>

Financial Highlights

SINGAPORE RED CROSS SOCIETY

STATEMENT OF FINANCIAL ACTIVITIES AND OTHER COMPREHENSIVE INCOME YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
Income		
Voluntary income:		
- General donations	6,020,840	4,059,228
- Donations (Home for the Disabled)	440,915	473,190
- Donations (Transport Aid)	25,247	20,605
- Membership subscriptions	86,989	90,816
Fundraising events	5,116,798	5,427,503
Investment and interest income	296,813	406,596
	<u>11,987,602</u>	<u>10,477,938</u>
Charitable activities		
Training Academy fees	3,020,368	2,898,646
Programme fees	197,507	150,380
Funding from Tote Board	530,955	358,210
Blood Donor Programme funding from Health Science Authority	2,550,000	2,510,000
Home for the Disabled: Residents' contribution	40,878	30,663
Grants from Ministry of Social and Family Development, National Council of Social Services and SG Enable	9,090,783	6,013,174
Other grants	-	82,030
Government grants:		
Ministry of Education	139,511	149,833
National Council of Social Services	13,734	-
Care and Share Fund	4,812	8,897
Community Silver Trust	230,059	169,476
President's Challenge	101,876	106,000
Others	63,098	147,480
	<u>15,983,581</u>	<u>12,624,789</u>
Other income		
Programme Support Recovery	322,667	154,069
Miscellaneous	1,427,687	1,162,911
Total income	<u>29,721,537</u>	<u>24,419,707</u>

Financial Highlights

SINGAPORE RED CROSS SOCIETY

STATEMENT OF FINANCIAL ACTIVITIES AND OTHER COMPREHENSIVE INCOME (CONT'D) YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
Operating expenditure		
Fundraising costs	(2,896,777)	(2,465,553)
Charitable activities		
Training Academy	(4,775,779)	(4,852,735)
Community Service - Transport Aid	(1,481,305)	(1,436,622)
Blood Donor Programme	(3,165,678)	(2,988,097)
Home for the Disabled	(7,727,370)	(5,942,970)
Services and disaster management	(4,692,539)	(3,787,867)
International Services	(1,904,421)	(1,658,889)
Red Cross Youth	(1,407,886)	(1,128,858)
	(25,154,978)	(21,796,038)
Contribution to the International Federation of Red Cross and Red Cross Crescent Societies	(262,821)	(278,524)
Depreciation of right-of-use assets	(184,694)	(148,211)
Loss arising from the derecognition of debt instrument designated at FVTOCI upon maturity	-	(7,750)
Interest expense	(3,015)	(7,131)
Total operating expenditure	(28,502,285)	(24,703,207)
Surplus (Deficit) for the year	1,219,252	(283,500)
Other comprehensive income:		
<i>Items that are reclassified subsequently to profit or loss:</i>		
Change in fair value of debt instruments at FVTOCI	-	12,988
Other comprehensive income for the year	-	12,988
Total comprehensive income (loss) for the year	1,219,252	(270,512)

Financial Highlights

SINGAPORE RED CROSS SOCIETY

STATEMENT OF CHANGES IN FUNDS AND RESERVES YEAR ENDED 31 DECEMBER 2025

	Unrestricted funds	Restricted funds	Investment revaluation reserve	Total
	\$	\$	\$	\$
Balance at 1 January 2024	28,449,985	2,115,002	(12,988)	30,551,999
<i>Total comprehensive (loss) income for the year:</i>				
Deficit for the year	(102,399)	(181,101)	-	(283,500)
Other comprehensive income for the year	-	-	12,988	12,988
Total	(102,399)	(181,101)	12,988	(270,512)
Transfer from restricted funds to unrestricted fund	19,495	(19,495)	-	-
Transfer from unrestricted fund to restricted funds	(996,523)	996,523	-	-
Total	(977,028)	977,028	-	-
Balance at 31 December 2024	27,370,558	2,910,929	-	30,281,487
<i>Total comprehensive income (loss) for the year:</i>				
Surplus (Deficit) for the year	132,338	1,086,914	-	1,219,252
Other comprehensive income for the year	-	-	-	-
Total	132,338	1,086,914	-	1,219,252
Transfer from restricted funds to unrestricted fund	13,163	(13,163)	-	-
Transfer from unrestricted fund to restricted funds	(872,163)	872,163	-	-
Total	(859,000)	859,000	-	-
Balance at 31 December 2025	26,643,896	4,856,843	-	31,500,739

Financial Highlights

SINGAPORE RED CROSS SOCIETY

STATEMENT OF CASH FLOWS 31 DECEMBER 2025

	2025	2024
	\$	\$
Operating activities		
Surplus (Deficit) for the year	1,219,252	(283,500)
Adjustments for:		
Depreciation of property, plant and equipment	1,736,814	1,608,625
Depreciation of right-of-use assets	838,096	1,009,010
Loss arising from the derecognition of debt instrument designated at FVTOCI upon maturity	-	7,750
Government grants	(12,724,828)	(9,545,101)
Dividend income	-	(29,401)
Interest income	(296,813)	(377,195)
Interest expense	11,979	81,617
Operating cash flows before movements in working capital	(9,215,500)	(7,528,195)
Other receivables, deposits and prepayments (Note A)	(37,346)	244,744
Other payables and accruals	(383,193)	(992,039)
Cash used in operations	(9,636,039)	(8,275,490)
Interest paid	(11,979)	(81,617)
Net cash used in operating activities	(9,648,018)	(8,357,107)
Investing activities		
Proceeds from redemption of debt instrument designated at FVTOCI	-	1,500,000
Dividends received	-	29,401
Interest received	375,715	247,646
Purchase of property, plant and equipment	(708,908)	(1,487,494)
Addition of rights-of-use assets	-	(1,408,939)
Net cash used in investing activities	(333,193)	(1,119,386)
Financing activities		
Government grants received	12,281,131	8,695,613
Repayment of lease liabilities	(393,820)	(923,417)
Net cash from financing activities	11,887,311	7,772,196
Net increase (decrease) in cash and cash equivalents	1,906,100	(1,704,297)
Cash and cash equivalents at beginning of year	23,173,763	24,878,060
Cash and cash equivalents at end of year	25,079,863	23,173,763

Note A: Other receivables, deposits and prepayments at the end of the year included interest receivables of \$50,647 (2024 : \$129,549).

Code of Conduct

We commit to respect the seven **Fundamental Principles** by the Red Cross and Red Crescent Movement.

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality

This code represents the commitment of the Singapore Red Cross Society (SRCS) to conduct its activities and operations lawfully and ethically to the highest standards possible. This Code shall apply to all Council, Standing Committees, Working Committees and Advisory Panel Members, Volunteers and Staff of the SRCS.

CONDUCT TOWARDS STAKEHOLDERS

We commit to act with **integrity** at all times in our dealings with the Society's stakeholders, in particular, its Volunteers, Partners, Donors, Suppliers, Vendors and Consultants and to act in the best interest of SRCS at all times.

We commit to respect the **dignity and worth** of every beneficiary, promote and practise understanding, respect, compassion and tolerance, and demonstrate discretion and maintain confidentiality as required.

PROTECTION OF INFORMATION

We commit to exercise the utmost care and discretion in the handling of all matters and information of a confidential nature, ensuring the security, **confidentiality and proper usage** of the personal data of all stakeholders.

CORPORATE GOVERNANCE & TRANSPARENCY

We will adhere to the highest standards of corporate governance and transparency providing regular and accurate reports on the activities and transactions of SRCS, in line with the principles of truth, accountability and openness.

CORPORATE SOCIAL RESPONSIBILITY

We will take seriously our corporate social responsibility towards the society at large, promoting social cohesion and serving the needy and the vulnerable, both locally and globally.



SINGAPORE RED CROSS SOCIETY

15 Penang Lane, Red Cross House,
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redcross.sg