

Bridging the Migrant Gap

since 2006



Pencil sketches by brother Tamil,
migrant worker and friend of HealthServe

Annual Report 2023

Meet our migrant artist, Tamil

*"When drawing, lonely or not also no issue,
time passes with the snap of a finger."*



In early 2020, Tamil, a young Indian construction worker in Singapore, grew tired of the daily monotony of working and sleeping. He had left his home in Tamil Nadu four years earlier, at the age of 21, to seek employment here. Remembering his childhood enjoyment of drawing, Tamil decided to buy a sketchbook to fill his free time. His new hobby turned out to be uncannily well-timed.

Tamil was one of the thousands of migrant workers confined to cruise ships at Marina Bay in mid-2020, at the peak of COVID-19 in Singapore. The ships served as recovery facilities for migrant workers waiting to return to their dormitories and routines.

Tamil recalls living on the ship for nearly two months, isolated in his room for long periods. With limited internet connection and few ways to pass the time or connect with his family and the outside world, he turned to his sketchbook. Armed with a pencil, he soon filled the pages with drawings inspired by his surroundings.

HealthServe got to know Tamil during one of our community engagement activities on the cruise ship, where we ran much-needed wellness sessions for and with our migrant friends. Activities ranged from exercise and games to art workshops. During one of these sessions, a staff member trained in Fine Arts saw Tamil's drawings and took him under her wing. She introduced him to new shading techniques, provided different drawing materials, and encouraged him to practise still-life drawing exercises. With the added perspective and guidance, Tamil was motivated to improve his skills, and was soon spending hours drawing still objects found in his room.

Even under the stifling conditions of confinement, drawing evoked feelings of happiness and fulfilment for Tamil. His friends often admired his pieces and even asked him to draw portraits of them. Some of his artworks were also displayed at "Heroes of Our Time", an art exhibition held at ION Orchard in 2021 that paid tribute to healthcare and essential workers during the pandemic.

We thank Tamil for being a source of inspiration and strength to the wider community.

With COVID-19 and the time of solitude behind him, Tamil shares that the only hours he can find for drawing these days are in the early mornings before work, but he wishes to continue. Time flies by whenever he has a pencil in hand, he adds.

2023 marks Tamil's eighth year working in Singapore. As a construction worker, he has built homes and offices, and renovated bus stops and MRTs. He beams when he talks about the iconic projects he has contributed to. He hopes to bring his young family to Singapore in the near future and show them where he has left his mark.

ABOUT HEALTHSERVE

Founded in 2006 on Christian values, HealthServe is an IPC registered charity that advocates for a society where every migrant worker lives a life of health, well-being and dignity. As a healthcare NGO, we seek to bring hope and healing to the migrant worker community through the provision of holistic health and social care.

There are over one million work permit holders in Singapore. Access to affordable healthcare and social protection can be a problem for low-wage migrant workers. By law, workers are supposed to be covered for both inpatient and outpatient treatment by their employers but not all are, unfortunately. In addition, a power imbalance and fear of repatriation as well as cultural and language barriers often contribute to migrant workers not seeking or receiving timely assistance or proper medical treatment.

The more unfortunate among these workers get injured at work and may end up losing their jobs and incomes for a protracted period. The wait for their work injury compensations can take months, even years.

To meet the growing needs of this disadvantaged community in Singapore, HealthServe has expanded its range of services over the years, from a small GP clinic to a healthcare NGO that provides dental services, specialist medical and rehabilitation care, counselling and mental health programmes, casework support and other forms of social assistance.

Since the pandemic hit, HealthServe has been at the forefront of caring for migrant workers' mental health and advocating for their needs and well-being.

Today, HealthServe remains very much a volunteer-run organisation, and a community at heart. Our work to support tens of thousands of migrant workers every year is underpinned by a large pool of medical and non-medical volunteers, partners and donors.



Find out more about HealthServe:
healthserve.org.sg

Our Vision

Every migrant worker lives a life of health, well-being and dignity

Our Mission

To bring hope and healing to migrant workers through the provision of holistic health and social care

To advocate for the needs and well-being of migrant workers

To bridge communities through meaningful engagement and partnerships



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Corporate Governance

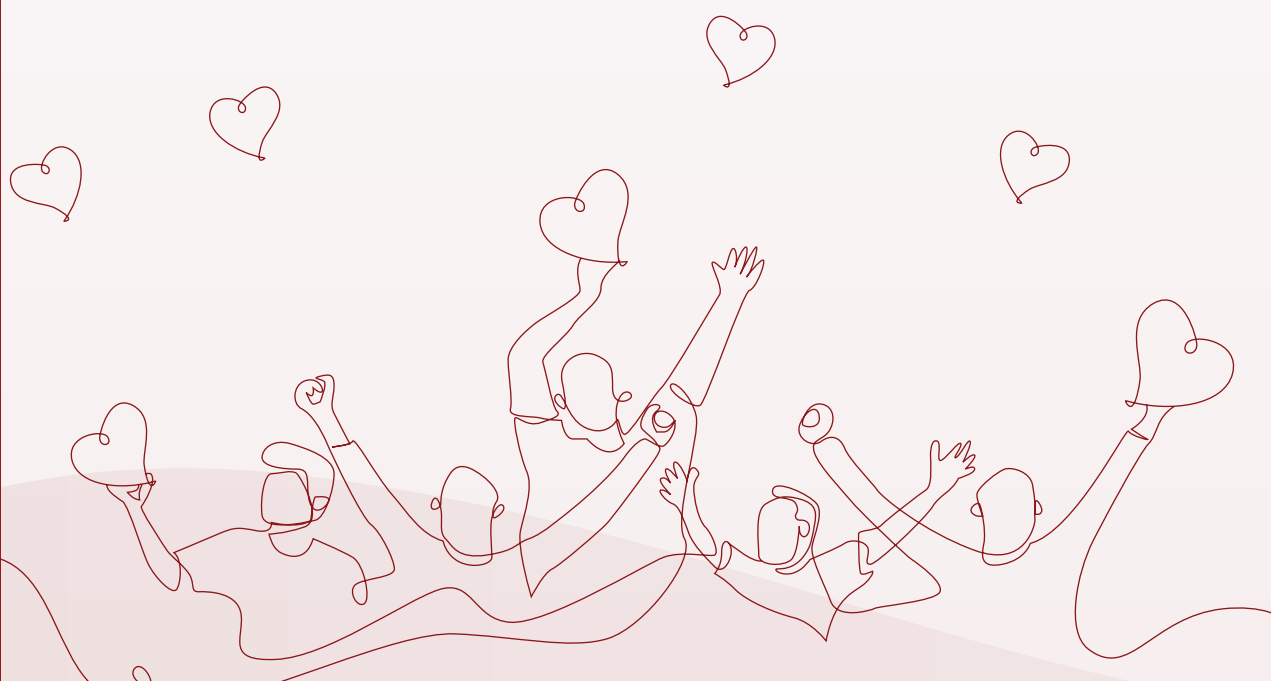
YEAR IN REVIEW

Our Collective Impact in 2023

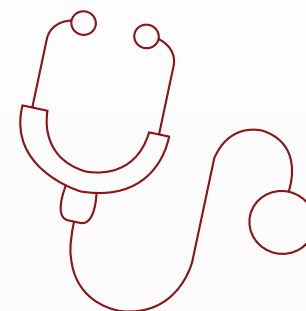
With the support of over 1,100 volunteers and hundreds of donors, partners and supporters, HealthServe touched the lives of

16,400 migrant workers

across our health programmes and services in the past year.



MEDICAL & DENTAL SERVICES



~4,000 medical & dental consultations

1,700 for acute care

1,100 for chronic disease care

940 for dental care

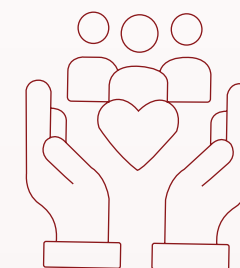
280 for specialist care

19 for rehabilitation
(occupational therapy/physiotherapy)

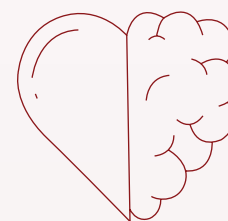
CASEWORK & SOCIAL SERVICES

~4,800 instances of social assistance rendered
(including emergency medical aid, hospital visits, meals, groceries, phone & transport top-ups)

7 community outings organised for affected workers



MENTAL HEALTH & COUNSELLING SERVICES



~3,300 calls to our crisis helpline

450 counselling sessions

20 group trauma debrief & therapy sessions

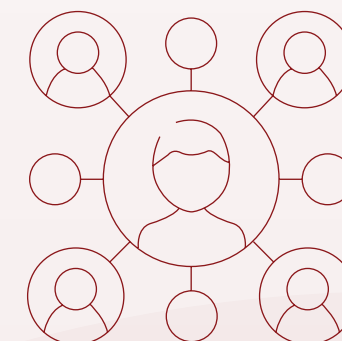
COMMUNITY SERVICES - HEALTH EDUCATION & OUTREACH

~10,100 migrant workers empowered

690 Peer Support Leaders trained over 26 sessions

3,300 workers received mental health education over 16 workshops

6,100 workers engaged over 19 health carnivals and other events



CHAIRMAN'S MESSAGE

With the support and trust from our migrant friends, volunteers, donors and other partners, HealthServe was able to help 16,400 migrant workers through holistic health care services and outreach programmes in 2023.

Bridging Gaps

The theme of our Annual Report this year is Bridging the Migrant Gap – a mission that the HealthServe team has held close to our hearts for 17 years and counting. Over the years, we have strived to serve unmet needs in the migrant worker community, scaling our services and going into new areas in response to changing needs and as our resources have grown.

Migrant workers in the Construction, Marine and Process sectors today have access to affordable primary medical care under the government mandated Primary Care Plan. However, gaps remain in the accessibility and affordability of medical, dental and mental health services for injured workers, workers with complex needs and workers in distress. We have thus focused on enhancing our dental and mental health services to these workers.

Building Capacity

We undertook renovations at our dental clinic in 2023, installing better equipment and X-ray facilities. The renovations have allowed us to handle more complex dental procedures and to double our annual capacity to serve at least 2,500 migrant workers. This has reduced migrant brothers' long wait time to seek treatment for painful dental conditions. We are grateful to MigrantWell Singapore, Migrant Worker's Centre, the Ministry of Manpower and other valued partners who made our dental clinic expansion possible.

The construction sector remained the top sector for workplace incidents in 2023. In the area of mental and social health, our Mental Health & Community Services team scaled targeted outreach and counselling for high-risk individuals. This includes the conducting of group therapy sessions and community outings for migrant workers in trauma recovery. We continued to move upstream to train more workers in psychological first aid and peer support.

Charting Organisational Growth

This year, HealthServe was honoured to receive the **Charity Transparency Award**, an accolade that recognises a charity's commitment to exemplary disclosure and transparency practices. We were also grateful to be awarded the **President's Certification of Commendation, COVID-19 Resilience Certificate and Medals** for our efforts in the fight against COVID-19. We will continue to honour the trust placed in us by supporters and clients alike.

The management and staff of HealthServe have continued to work tirelessly this year. We saw a change in the baton at the leadership level. We appointed Dr Benjamin Kuan as Chief Executive Officer and Alvin Choo as Chief Operating Officer with effect 15 April 2023. Ben and Alvin are no strangers to HealthServe. Ben had first been a volunteer, then Deputy Executive Director and head of all our frontline services over the past three years. Alvin was formerly our Head of Finance and Operations.

The Board bid farewell to Michael Cheah, HealthServe's former Executive Director. We thank Michael for his substantial contribution to HealthServe. He grew the organisation from a staff strength of 12 in 2018 to 26 in 2023. Under his leadership in 2018, we started providing mental health services, which since the pandemic have become a major component of our work. Michael also built strong partnerships with other migrant worker agencies, the government, employers and dormitory operators. He was liked and respected by his staff team and the migrant workers whom we serve. We wish Michael the very best in his new role as Chief Executive Officer of another social service organisation.

I am thankful for the support of our dedicated Board members, and humbled by the encouragement and shared belief of our many volunteers, donors and other partners in HealthServe's vision of a compassionate and inclusive society where every migrant worker lives a life of health, well-being and dignity. We look forward to your continued partnership as we work to meet the needs of our migrant worker community, which has contributed much to Singapore.



Chan Chia Lin
Chairman, HealthServe Ltd

“Migrant workers in the Construction, Marine and Process sectors today have access to affordable primary medical care under the government mandated Primary Care Plan. However, gaps remain in the accessibility and affordability of medical, dental and mental health services for injured workers, workers with complex needs and workers in distress. We have thus focused on enhancing our dental and mental health services to these workers.”



CEO'S MESSAGE

"At that time, I really felt so terrible. I didn't dare to tell my family that I was injured. Alone in the hospital and having no one to talk to, it was so painful. It is really tough to be alone abroad without families."

Fu was one of the migrant brothers who came through HealthServe's doors in the past year. Our frontline teams had supported him throughout his year-long recovery from an unfortunate workplace injury - during which HealthServe became his second home. I had the privilege of getting to know Fu better over a meal, where he recounted his accident as if it were yesterday. He expressed his gratitude to my colleagues for providing him with everything he needed then, both tangible and intangible.

As HealthServe commemorates our 17th year of service - 17 years of bringing healing and hope to migrant workers in Singapore - I am humbly reminded of the impact each team member can have on a client, and of the needs that remain.

For ill, injured or distressed members of the low-wage migrant community like Fu, access to timely medical treatment, mental health services as well as a healthy social support system to aid in recuperation, can be seen as a luxury.

Dental treatment of painful tooth conditions is another gap that is currently not covered under the government's Primary Care Plan for migrant workers. Concerns over high costs often lead many workers to suffer in silence.

A priority for the HealthServe team in 2023 had been to address these growing gaps - and I would like to share some results.

With an increased patient capacity, our newly expanded dental clinic has allowed us to shorten the long waiting time that patients used to face, ensuring that dental care is available to more migrant workers in need. With two dental treatment rooms and a new X-ray service at our Geylang facility, HealthServe is now better equipped to bridge the gap for dental care provision among migrant workers in the Construction, Marine Shipyard and Process sectors.

Beyond dental care, we have also strengthened capacity amongst our medical, mental health and social services to provide more targeted and holistic care based on clients' needs. Clinic patients with complex medical conditions are closely supported by case workers who accompany them for hospital appointments. Injured workers are not alone when navigating the complex process of seeking workplace injury compensation while undergoing surgeries and rehabilitation. Our team of social workers and native-speaking counsellors stay in close contact to render timely assistance and ensure their holistic well-being.

As we strive to drive positive change in the lives of our migrant brothers, we concurrently strive to bridge communities and strengthen the culture of empathy and compassion in our society.

In 2023, we scaled up our public outreach and advocacy efforts, resuming HealthServe's immersion programme for both corporate partners and students looking to learn more about the migrant worker healthcare landscape in Singapore. Participants ranged from philanthropists and corporate organisations to our young doctors, dentists, social workers and leaders of tomorrow. I am heartened and inspired by each of these engagements - They remind me that HealthServe's vision of a Singapore where the health, well-being, and dignity of every migrant worker is secure is not far.

I have much to be grateful for in the past year.

Alongside being a year of milestones for HealthServe, 2023 holds personal significance for me as it marks my stepping up to the position of Chief Executive Officer of HealthServe. I am both deeply humbled and grateful for the opportunity to champion a cause that I have held close to my heart for decades. Michael left big shoes to fill - I am committed to building on his contributions and HealthServe's important work in serving the migrant workers who form the backbone of Singapore. As a thought leader in the migrant healthcare landscape, HealthServe will continue to advocate for improved health provisions for this vulnerable population.

Our collective impact would not be possible without the trust and support of our community of donors, partners, volunteers, interns, and supporters alike. To my team of Board Directors and staff, I thank you for your relentless commitment and strong belief in our shared cause. Let us keep going.



Dr Benjamin Kuan
Chief Executive Officer,
HealthServe Ltd

"For ill, injured or distressed members of the low-wage migrant community like Fu, access to timely medical treatment, mental health services as well as a healthy social support system to aid in recuperation, can be seen as a luxury... A priority for the HealthServe team in 2023 had been to address these growing gaps. As we strive to drive positive change in the lives of our migrant brothers, we concurrently strive to bridge communities and strengthen the culture of empathy and compassion in our society."





Leadership Team

CO-FOUNDER & BOARD OF DIRECTORS



Co-Founder & Advisor
DR. GOH WEI-LEONG
GP, Manhattan Medical Centre



Chairman
CHAN CHIA LIN
Board Member
Joined from 1 Aug 2014
Nominating & Human Resources Committee (Chairman)
Director, Lam Soon Cannery Pte Ltd



Vice-Chairman
DR. JEREMY LIM FUNG YEN
Board Member
Joined from 17 Aug 2017
Medical Services Committee (Chairman)
Mental Health Advisory Panel (Chairman)
Nominating & Human Resources Committee (Member)
CEO, AMILI (Asian Microbiome Library);
Director, Global Health Programme, NUS Saw
Swee Hock School of Public Health



Director
DR. CHAN LAI GWEN
Mental Health Advisory Panel (Member)
Senior Consultant, Psychiatry, Tan Tock Seng Hospital
Joined from 21 Sep 2020 (until 20 Sep 2023)



Director
CHOY PENG WAH
Fundraising & Engagement Committee (Chairman)
Audit Committee (Member)
Retired Finance professional
Joined from 21 Sep 2020



Director
EUGENE SEOW
Nominating & Human Resources Committee (Member)
Services Committee (Member)
Vice President, National Council of Social Service; Board Member of The Majurity Trust; Board Advisor to National Volunteer & Philanthropy Centre
Joined from 31 Dec 2021



Director
GAIL LIEN
Services Committee (Chairman)
Finance Committee (Member)
Governor, Lien Foundation
Joined from 21 Sep 2020



Director
SERENE CHEE
Finance Committee (Chairman)
Finance Professional
Joined from 21 Sep 2020



Director
SUSAN KONG
Audit Committee (Chairman)
Director, QED Law Corporation
Joined from 17 Aug 2017



Director
DR. TAN THONG KWAN, BENJAMIN
Medical Services Committee (Member)
Specialist Periodontist, Poon and Phay Dental Surgeons Pte Ltd;
Adjunct Associate Professor, National University of Singapore
Joined from 1 Jul 2023

BOARD COMMITTEES

AUDIT

Chairman	SUSAN KONG Board Member
Member	CHOY PENG WAH Board Member
	KAREN LEE SHU PEI Audit Partner, KPMG Singapore

FINANCE

Chairman	SERENE CHEE Board Member
Member	GAIL LIEN Board Member
	NG MEI YEN Head of Finance Business Partner, Eastspring Investments

FUNDRAISING & ENGAGEMENT

Chairman	CHOY PENG WAH Board Member
Member	CHANDRIMA DAS Startup Investor & Board Advisor, SaaS & D2C technology
	DARREN TAY Head of Treasury Management, Fullerton Fund Management
	GOPI MIRCHANDANI CEO-HK and Head of North Asia, Schroders
	THOMAS VERGHESE Vice President, Cyber & Intelligence Solutions, Mastercard Asia Pacific

SERVICES

Chairman	GAIL LIEN Board Member
Member	DR. CALVIN CHONG Associate Professor, Singapore Bible College
	EUGENE SEOW Board Member
	THOMAS VERGHESE Vice President, Cyber & Intelligence Solutions, Mastercard Asia Pacific

MEDICAL SERVICES

Chairman	DR. JEREMY LIM Board Member
Member	DR. GAN WEE HOE CEO, SingHealth Community Hospitals; Clinic Associate Professor, Duke-NUS Medical School
	DR. SHAWN VASOO Clinical Director and Head of Infectious Disease Research Laboratory, National Centre for Infectious Diseases
	DR. TAN THONG KWAN, BENJAMIN Board Member
	DR. YEO CHENG HSUN, JONATHAN Director and Family Physician, Family Medicine Clinic Chinatown
	DR. YOONG SU-YIN, JOANNE Founder, Research for Impact Singapore; Visiting Professor, NUS Yong Loo Lin School of Medicine

NOMINATING & HUMAN RESOURCES

Chairman	CHAN CHIA LIN Chairman of Board
Member	DR. JEREMY LIM Vice Chairman of Board
	EUGENE SEOW Board Member
	JANELLE TAN Asst Vice President, Dunn & Partners
	JANET KOH Director, Human Resources, Temasek Trust

MENTAL HEALTH ADVISORY PANEL

Chairman	DR. JEREMY LIM Vice Chairman of Board
Member	DR. CHAN LAI GWEN Senior Consultant, Psychiatry, Tan Tock Seng Hospital
	DR. CALVIN CHONG Associate Professor, Singapore Bible College
	DR. MOK YEE MING Assistant Chairman, Medical Board (Clinical), Institute of Mental Health
	DR. MYTHILY SUBRAMANIAM Assistant Chairman, Medical Board (Research), Institute of Mental Health; Associate Professor, NUS Saw Swee Hock School of Public Health

LEADERSHIP TEAM

**MICHAEL CHEAH**

Executive Director
(until 14 Apr 2023)
Joined from 1 Feb 2018

**DR. BENJAMIN KUAN**

Chief Executive Officer
(from 15 Apr 2023)
Joined from 1 Mar 2020
Deputy Executive Director,
Head of Medical Services

**ALVIN CHOO**

Chief Operating Officer
(from 15 Apr 2023)
Joined from 25 Jul 2022

**JOEL GOH**

Head of Mental Health & Community Services
Joined from 4 Oct 2022

**JEFFREY CHUA**

Senior Manager, Training & Development/ Special Projects
Joined from 1 Jul 2010

**DR. DONG XIAOKE**

Deputy Head, Medical Services
Joined from 3 Apr 2023

**ANG KAI FONG**

Communications & Partnerships Manager
Joined from 3 Jun 2021

**AUBREY ARGUELLES**

Senior Clinic Manager
Joined from 7 Apr 2020

**DURGA ARIVAN**

Manager, Psychotherapy & Counselling
Joined from 1 May 2021

**JENNY LE**

Finance Manager
Joined from 1 Sep 2020

**MAY LIM**

Senior Case Manager, Crisis Helpline
Joined from 7 Jun 2021

**PEGGY TONG**

Donor Management & Fundraising Manager
Joined from 16 Aug 2022

**TERESA LEE**

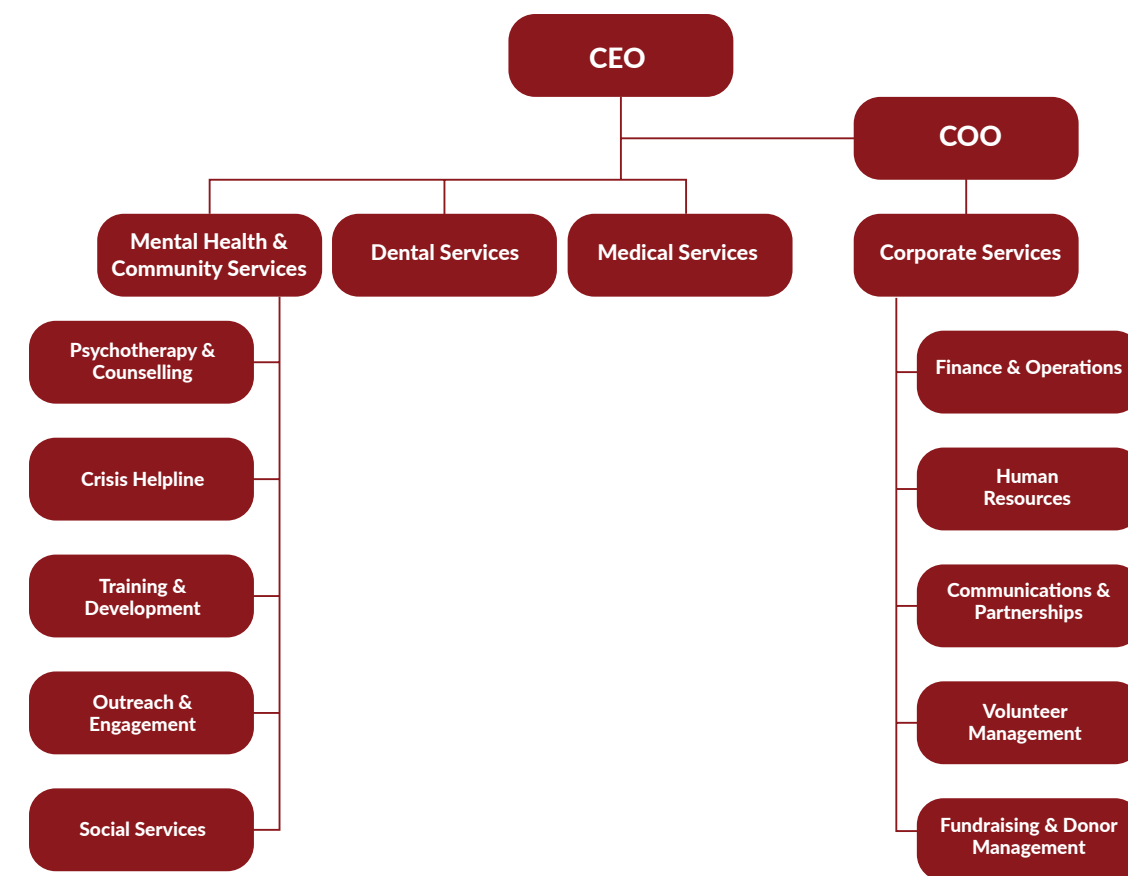
Volunteer Manager
Joined from 1 Jun 2022
(until 31 Oct 2023)

**YVONNE LOO**

Human Resources Manager
Joined from 1 May 2017

ORGANISATIONAL STRUCTURE

Effective from 1 May 2023



OUR VALUES



Integrity



Hope



Empowerment



Agility



Respect



Teamwork

They define our community, and guide us in all that we do.

Bridging Gaps



~4,000
medical & dental
consultations

1,700
for acute care

1,100
for chronic disease care

940
for dental care

280
for specialist care

19
for rehabilitation
(occupational therapy/physiotherapy)

Medical & Dental Services

Expanded Dental Services

An area not covered by the government's Primary Care Plan (PCP) for migrant workers in the Construction, Marine Shipyard and Process (CMP) sectors, dental care for painful conditions remains a need. HealthServe is committed to being the catalyst for accessible and equitable dental care for these low-wage workers.

In response to the growing waitlist at HealthServe's dental clinic, we unveiled a new clinic with extended operating hours in October 2023. Equipped with two dental treatment rooms and a new X-ray service, the refurbished space enables HealthServe to tend to at least 2,500 migrant patients with painful dental conditions every year – a two-fold increase from its previous capacity. The clinic is staffed by a team of 70 dentists and dental assistants, made up of volunteers and external partners.

In addition to scaling up our own clinic operations and volunteer recruitment, HealthServe has also expanded our panel of external dental partners, from private dental groups such as Royce Dental Group to dental schools such as the NUS Faculty of Dentistry.

HealthServe's dental clinic expansion is co-funded by MigrantWell Singapore, Migrant Workers' Centre, Tong Eng Group, Singapore Concrete Institute and various other supporters. PaperSpace, a collective of creative design and building professionals, provided pro-bono design and project management support for the clinic renovation.

“HealthServe new teeth doctor clinic is very beautiful, doctors and sisters all very nice to me. My teeth is very pain but I cannot (afford to) pay outside hospital because it is very expensive, HealthServe here very cheap and nice.”



Venkatesan | Construction Worker



The dental clinic opening ceremony was graced by Dr Koh Poh Koon, Senior Minister of State for Manpower, and Sustainability and the Environment, and HealthServe's dental community, including healthcare practitioners, partners and volunteers.

Continued Medical Care & Community Outreach

With majority of the workers in the CMP sectors now covered under the government mandated PCP, HealthServe's community clinic continues to provide medical GP services to migrant workers who fall through the cracks, as well as workers with complex medical problems or work place injuries. We also continue to provide chronic disease management and speciality - dermatology and orthopaedic - consultations for workers in need.

Beyond the clinic, we continue to cultivate and grow our team of "HealthStars" — our volunteer migrant workers who help provide health education to their peers at our outreach event.



“ Our doctors, interns and volunteers are always willing to lend a listening ear, making the brothers feel like they are more than just a patient.

I think that's a significant reason why they continue coming here. ”



Aubrey | HealthServe Senior Clinic Manager



MEDICAL & DENTAL SERVICES

Advocacy and Awareness

In addition to our direct healthcare services, HealthServe has been actively involved in workgroups with government agencies to provide public health consultative inputs on key issues affecting migrant workers.

One area of focus has been workplace mental health support. With our extensive ground experience across the pandemic, we championed strategies to improve access to mental health resources and destigmatise seeking help among the migrant worker community. This includes recommendations on culturally-appropriate counselling, crisis intervention, and peer support programs.

We have also provided input on improving dormitory living conditions and transport for migrant workers. This aims to address longstanding concerns about overcrowding and substandard accommodations that have exacerbated health and wellbeing challenges.

Awareness also begins in the classroom. This is where we have stepped up engagements with the medical fraternity to share about the challenges faced by our workers in accessing healthcare — both at the undergraduate and post-graduate level. The MOH Holdings Singapore Chief Residency Programme saw future healthcare leaders join us for a day's workshop on vulnerable population health, culminating in a visit to a workers' dormitory to experience first hand their living conditions. Key regional representatives from the Asia Philanthropy Circle attended a workshop with us for the first time and dialogued with senior management and our beneficiaries to better appreciate the scope of our work.

Through these collaborative and awareness efforts, HealthServe aims to play a crucial role in shaping policies and programmes that more holistically support the needs of Singapore's migrant worker community.

“ I think about migrant workers working hard for their family, while in an unfamiliar country. It must be so challenging when they need help. When they fall sick, who's going to support them? So I wanted to contribute my dental skills to help, to make sure they don't feel the way I did when I was living overseas. It warms my heart to work with the young dentists and volunteers who come over to HealthServe to help out at the clinic, after long hours at work and in school. I see the dedication and level of detail they put into every task... their compassion and willingness to help really rubs off on you.”



Dr James | Volunteer Dentist



Casework & Social Services



~4,800 instances of social assistance rendered
(including emergency medical aid, hospital visits, meals, groceries, phone & transport top-ups)

7 community outings organised for affected workers

Uplifting the Marginalised

Many migrant workers who come through HealthServe's doors encounter challenges stemming from disadvantaged social determinants of health.

In 2023, our Casework & Social Services team tended to over 400 new migrant worker cases, underscoring a critical need for a stronger support system for workers who fall through the cracks.

Guided by HealthServe's mission and social justice principles, we provided holistic care for these affected clients, addressing both their immediate needs such as wage disputes and healthcare access, and their longer-term well-being.

Our social workers and caseworkers journeyed closely with distressed clients to navigate complex administrative processes, educating and empowering them in the process. They intervened in multiple situations, providing essential assistance in over 4,800 instances. These included securing emergency financial aid as well as ensuring basic necessities, from food to transport and phone top-up credits, were met. The team also ferried and accompanied injured workers for their hospital appointments and rehabilitation sessions, supporting them on their journey to recovery. By addressing their immediate concerns while employing a strengths-based approach, we build on clients' existing resources to foster self-advocacy and resilience.



“ We are not the decision-makers. Our job is to educate migrant workers on their rights so that they can make informed decisions for themselves.

This collaboration starts early, with the clients identifying their needs first. Then we set goals together, and empower them by providing suitable tools to help them achieve their goals.”



Xiu Yi | HealthServe Social Worker

Our social workers wear many hats. Beyond taking on the role of a case worker, they also serve as advocates and mediators for their clients, collaborating with government agencies, partner NGOs, dormitory operators and employers to ensure holistic, comprehensive and sustainable support provision.

The team also organised seven community outings to places of interest such as Gardens by the Bay, Lakeside Gardens, and Bird Paradise, allowing much-needed respite for our clients, many of whom are Special Pass* holders. These trips out of their dormitories help participants combat isolation, fostering a stronger sense of hope and belonging.

**Issued to migrant workers who have had their work permits cancelled due to unforeseen circumstances such as workplace injuries. As investigations are ongoing, they are not allowed to work in Singapore or return home.*



CASEWORK & SOCIAL SERVICES

By combining practical support, advocacy, and community building, HealthServe's Casework & Social Services team empowers migrant workers to overcome challenges, build resilience, and find community in challenging times.

“HealthServe gave me everything I needed then. I got some money every month for living expenses, as well as phone and metro card top-ups... I felt more than grateful. It is really tough to be alone abroad without families.”



Brother Fu | Migrant Worker



Mental Health & Counselling Services

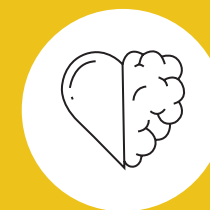
Supporting the Most Vulnerable

With the increase in migrant workers in Singapore's CMP sector this year, HealthServe saw many new workers who faced acculturative stress. They struggled to adapt to new communities, unfamiliar dormitory living, demanding job roles, and a different culture.

Other clients faced a spectrum of mental health challenges, from anxiety and self-esteem issues to grief and loss, trauma and suicidal ideation.

In 2023, at least one in 10 migrant workers referred to HealthServe's counselling team had presented serious risk of self-harm.

Over the course of the year, the Mental Health & Counselling Services team strategically shifted its focus to address the emerging needs of migrant workers presenting with high-risk mental health symptoms.



~3,300
calls to our crisis helpline

450
counselling sessions

20
group trauma debrief
& therapy sessions



MENTAL HEALTH & COUNSELLING SERVICES

HealthServe's team of trained psychotherapists who were fluent in migrant workers' native languages tackled these multifaceted challenges head-on. By building strong rapport with clients and utilising culturally sensitive and evidence-based therapeutic interventions, our counsellors sought to facilitate change and bolster resilience. Our goal was to empower clients on their journey of self-discovery, equipping them with tools to manage their symptoms and improve their coping.

All in, the team conducted 450 individual counselling sessions and 20 group trauma counselling and debriefing sessions for clients in distress.

A Lifeline for the Distressed

Recognising the critical need for immediate support during crisis, HealthServe operates a 24/7 crisis helpline – Singapore's first such service for migrant workers.

In 2023, our dedicated team of Crisis Helpline Specialists and Volunteers responded to over 3,300 calls, providing essential crisis support and intervention. This included addressing challenges such as poor living conditions, work injuries, and unpaid medical expenses.

During emotional distress, our crisis team provides a calming presence. Using empathy and trauma-informed practices, they prioritise caller safety and crisis de-escalation. This may involve emotional support or empowering callers to utilise their own coping mechanisms and problem-solving skills.



When further intervention is needed for complex cases, our Crisis Helpline Specialists refer clients to our counsellors or case managers for more comprehensive support. This can involve individual or group therapy sessions, case management services to navigate complex challenges, traverse medical support, or connecting with legal or financial aid resources.

“ ‘Life is too hard. I should just die.’

After receiving a cryptic message from a migrant worker, our Crisis Helpline team sprung into action to get in touch with the sender. In the weeks that followed, our counsellor reached out to him to work on his triggers and helped him to cope with his anxiety. After a month of counselling, the worker was coping well and decided to go home for good. He was looking forward to his future as he prepared to be repatriated. **We were so glad and thankful that in the time of his crisis, he reached out to HealthServe for support.**”



May | HealthServe Crisis Helpline Team Lead

Looking ahead, we will continue to strengthen awareness of and accessibility to HealthServe's mental health services, allowing more workers in need and concerned stakeholders to seek timely assistance. To address pressing needs in the community, we will keep prioritising the provision of counselling for high-risk individuals as well as group crisis debriefs, through leveraging strategic partnerships with key ecosystem players including MOM's Assurance, Care and Engagement (ACE) group and anchor operators of the PCP.

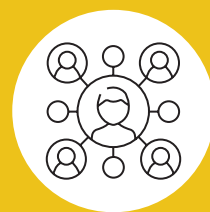
Community Services – Health Education & Outreach

Advancing Community Health

In line with the nation's preventive health strategy, HealthServe remains committed to empowering migrant workers to take charge of their holistic health over the long term.

Recognising a significant knowledge gap in mental and dental health awareness among low-wage migrant workers across the CMP sectors, HealthServe embarked on a comprehensive outreach programme in 2023. Many workers lacked access to information that can empower them to prioritise their well-being, resulting in potentially avoidable health concerns.

Through 19 health carnivals and over 40 training workshops and satellite events held across Singapore, HealthServe reached over 10,100 migrant workers. Interactive sessions led by passionate volunteers, including trained migrant Peer Support Leaders (PSLs), provided a safe space for healthy dialogue and knowledge exchange.



~10,100
migrant workers empowered

690

Peer Support Leaders trained
over 26 sessions

6,100

workers engaged over 19 health
carnivals and other events

3,300

workers received mental health
education over 16 workshops



“ At each health carnival, we give the brothers a booklet which we use to record their BMI, blood pressure, etc. Some of them come back to our event months later with the same booklet from previous health screenings. I am so encouraged when I see their health stats improve, because it means that they are taking their health seriously! It's really heartening to see the impact we can make on their health.”



Vania | Volunteer Health Educator

Strengthening the Peer Support Network

HealthServe is committed to boosting our migrant worker population's mental health literacy and empowering them to take charge of their well-being. In 2023, we trained a new cohort of 690 PSLs. As crucial first responders, PSLs enable preventative and early intervention efforts within the migrant worker community. Over two half-day training sessions, participants are equipped with skills to identify signs of distress among their peers, actively listen and offer comfort, and connect individuals with appropriate resources. A post-training survey revealed that 90% of participants would recommend the training to their friends, having found it both relevant and beneficial.

In follow-up engagements with PSLs, our trainers also observed a marked increase in their emotional and behavioural sensitivity, alongside a stronger sense of camaraderie. In 2024, we will scale up engagement of the existing network of PSLs through self-directed materials and quarterly seminars.

Beyond educating migrant workers, HealthServe also engaged and trained their supervisors, employers, and dormitory operators. This holistic community health approach strengthens migrant workers' overall support network, promoting mental health awareness and resilience across levels of the community.



“ I finished this training, now I feel very good. It taught me how to react to friends with their problems, families (issues). I feel this (training) changed my life.”



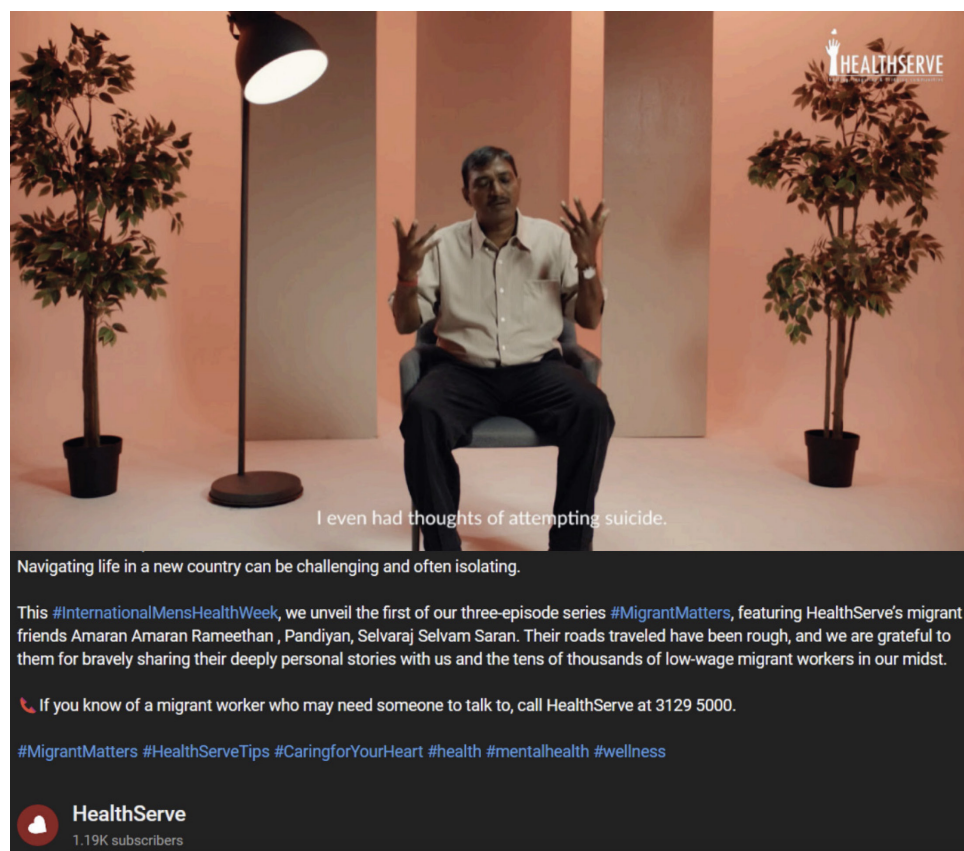
Brother Mathesh | Migrant worker

#MigrantMatters

In the online space, we launched #MigrantMatters, a six-episode health educational video series that featured the voices and stories of our migrant friends.

Produced in their native languages, the series was well received by both migrant workers and ecosystem partners, including MOM ACE, dormitory operators, employers, and fellow NGOs. On HealthServe's Facebook channel, the videos garnered over 50,000 impressions, 40,100 views, and 4,800 engagements. Our migrant clients who volunteered as talents in the series also actively shared the posts with their peers, embodying the spirit of asset-based community development (ABCD)!

Caring for Your Heart (Tamil-EN subs)



Watch the full series:



Building Community



The Power of People

It takes one community to uplift another.

Every year, our efforts are enriched by the invaluable contributions of hundreds of volunteers and partners who share our vision.

In 2023, we saw over 1,100 volunteers and interns combining forces with the HealthServe staff team to support and uplift the migrant worker community across our health services, programmes and outreach events.

Our specialist volunteers in the medical field are the cornerstone of our medical and dental clinic operations. We are grateful that they extended a compassionate hand to those in need, reaffirming our commitment to accessible healthcare for all.

Among the myriad engagement activities rolled out across the year, HealthServe's signature monthly Health Carnivals stood out as vibrant celebrations of wellness and resilience. From organising interactive workshops to facilitating large-scale health screenings, our volunteers were key to the success of these events aimed at fostering a sense of empowerment through health education amongst migrant participants.

We are especially heartened to see many migrant clients stepping forward to join us with enthusiasm and dedication. Embodying the spirit of solidarity that defines our community, they played a pivotal role in bridging communication and cultural gaps between locals and migrant workers.

“When the brothers I help share their stories with me, I am happy. I have become better with HealthServe. Every time I come, I learn so much from everyone.”



Brother Imon |
Volunteer Health Educator

Meet our volunteer health educator, brother Jahirul



“I decided to volunteer as a health educator because I like to help people, especially my fellow Bangladeshi brothers.”

With a giving spirit and a compassionate heart, Jahirul is one of HealthServe's migrant brothers who has stepped up as a volunteer. Jahirul was a part of our HealthStars Programme, where migrant volunteers are equipped with the necessary skills and tools to lead their peers through holistic health education that spans the physical, mental, and emotional.

Since graduating from the programme and becoming one of our HealthStars, Jahirul has joined a family of migrant volunteers who invest their time and energy to support the wider migrant worker community.

Jahirul explains, “I teach them about what I learned - food and nutrition, and also how to brush their teeth well. Sometimes I also teach exercises to help their back and shoulder pain”

For Jahirul, volunteering has been a fulfilling experience in empowering both himself and his community. For HealthServe, Jahirul has been an invaluable member of the team for his ability to bridge the communication gaps that often emerge between ourselves and our migrant brothers. Reflecting on his volunteering journey, Jahirul shared, “I only have good memories of HealthServe. I will always remember this place, even when I go back to Bangladesh. There are some things you don't forget - HealthServe is one of them.”

Reflecting on the past year, we cannot overlook the invaluable support of our corporate volunteers. They include our friends from A Good Space, Avantor, Baker McKenzie, Coupa, Lighthouse Club, International Medical Clinic, Mott MacDonald, NETS, Singapore Red Cross, SATA CommHealth, T-Pride, The Body Shop and UPS Foundation. These valued partnerships have been instrumental in advancing our mission across various fronts, from offering expertise in medical and social services to facilitating health carnivals and spearheading fundraising initiatives. Their tireless efforts have not only amplified our outreach but fostered meaningful connections within the community.

To our community of individuals and institutions who have selflessly shared your time, talent and treasures, we extend our heartfelt gratitude. Thank you for your unwavering commitment to fostering a truly inclusive and compassionate society for our migrant brothers.



Sowing the Seeds of Change

At HealthServe, we believe that fostering the right values in our next generation is essential for shaping a more equitable future.

Over the span of the year, HealthServe is thankful for the opportunity to have engaged close to 1,000 young changemakers on learning visits, including the Fellows of Halogen Singapore's National Young Leaders Fellowship, future medical and allied health professionals and other tertiary students. Through immersion programmes, human library activities, and community tours, these youths discovered the struggles faced by the low-wage migrant worker community in Singapore and developed a deep-rooted compassion for our migrant brothers.



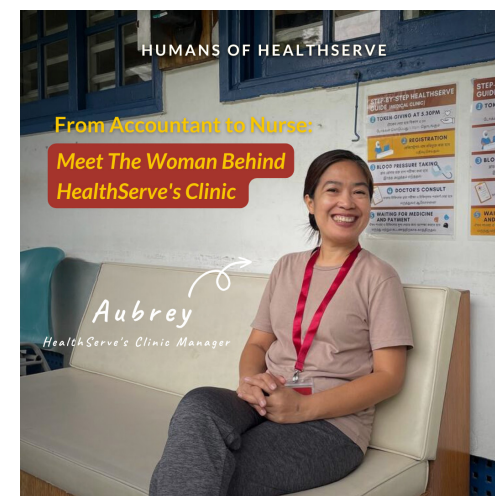
Advancing the Migrant Cause

Beyond the crucial work of providing vital healthcare services for low-wage migrant workers in Singapore, HealthServe remains committed to advocating for the unmet needs of our migrant worker community.

In 2023, HealthServe generated over 50% more media features, amplifying the voices of migrant workers and pushing for their improved well-being. In the digital space, a robust content marketing and engagement strategy have also grown HealthServe's online community size by a notable 10% - allowing even more to learn about the migrant cause.

In addition to the popular #HumansofHealthServe profile features, we also launched creative storytelling series such as #BehindHealthServe and #MigrantVoices to raise awareness of HealthServe's services and strengthen cross-cultural understanding.

In November, we hosted over 50 members of the Asia Philanthropy Circle (APC) for their Venn 2023 programme which gathered regional philanthropists at HealthServe to deep dive into systemic social issues affecting marginalised groups.



Following a guided tour of the HealthServe compound, participants learned about the local migrant worker landscape before splitting into smaller groups for a human library session, where three of HealthServe's migrant clients bravely shared their personal stories of struggle, strength, and resilience.

Our Vice Chairman Dr Jeremy Lim and fellow panellists Executive Director Stephanie Chok of Humanitarian Organisation for Migration Economics (HOME) and supporter of APC's Migrant Workers Project Phillip Wang also led an insightful discussion on necessary changes to improve the rights and well-being of migrant and domestic workers in Singapore.

IN THE SPOTLIGHT

HealthServe remains committed to advocating for the unmet needs of our migrant worker community. We are grateful to our media friends for amplifying the voices of migrant workers and pushing for their improved well-being.

June

公众参与设计 新指南为外劳解决工作环境问题

(Public participates in designing new guidelines to improve working environments for migrant workers)

联合早报 (Lianhe Zaobao)



July

Migrant worker rights groups in Singapore call for timeline to ban transporting workers in lorries

Channel NewsAsia



August

“Why would you do so much for me when I’m just a stranger?”: How these Chinese migrant brothers found a family away from home

Salt & Light



October

New dental clinic for migrant workers

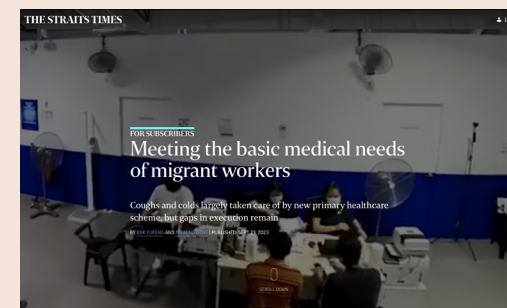
Channel NewsAsia



September

Improving healthcare for migrant workers in Singapore

The Straits Times



December

Migrant workers seek solace in HealthServe

Tamil Murasu (Tabla)



View all our media mentions:
healthserve.org.sg/category/in-the-news/

Our Commitment to ESG

Protecting our Environment

Here at HealthServe, we recognise the relevance of environmental sustainability to our vision of a society where every migrant worker lives a life of health, well-being, and dignity. As such, HealthServe is committed to doing its part to protect the environment and has worked proactively to reduce the organisation's carbon footprint by using energy efficiently and embracing green practices in our operations. Initiatives include going digital via an electronic file management system and an improved procurement management process to replace single-use plastics with comparable bio-degradable products and using more energy efficient electrical products.

Upholding High Corporate Governance Standards

HealthServe has established clear policies governing the roles and responsibilities of the board of directors, board committee members and management; and ensures strict and regular compliance to the Code of Governance for Charities & IPCs.

HealthServe is honoured to receive the Charity Transparency Award 2023, conferred by Singapore's Charity Council.



Prioritising People

Human capital makes the core of HealthServe. HealthServe has adopted progressive human resource policies and processes to support diversity, equity and inclusion, as well as strengthen employee relations. These include established policies and procedures on flexible work arrangements, employee development and training, workplace safety & health, competitive wage structure, as well as whistle-blowing and harassment prevention processes to safeguard employees' welfare. We also hold regular employee engagement surveys and informal "Bento Box" sharing sessions that facilitate cross-department learning and bonding over meals – which have been a hit among staff!



Collaborative Giving

Total Funds Raised
S\$2,359,743

BY

1,272

Donors

(1,231 Individuals, 41 Corporates)



Our continued provision of healthcare and support services to our underserved migrant community would not have been possible without the generous giving of our community of donors and supporters. We continued to leverage on the platform of our fundraising initiatives and extend its reach to more donors and supporters in 2023. We are humbled by the trust placed in us by our donor community.

We are grateful for the increased community support which has facilitated an increase in donations by approximately 10-15% across all fundraising initiatives. The impact of each campaign was amplified further by the generous support of event sponsors such as Tote Board and a private philanthropic foundation, whose matching grants enabled HealthServe to maximise the impact of each donation.

Fundraising expenses were kept low. For 2023, HealthServe's overall fundraising efficiency ratio is 8%, well below the 30% as stipulated by the Charity Regulations.

#InTheirShoes23

We held the second iteration of our annual virtual run on 42Race, #InTheirShoes23, as we continue to go the extra mile for our migrant friends.

Rooted in the objective of fostering empathy, the run aimed to prompt our audience to imagine what it is like to be in the shoes of migrant workers in Singapore. Participants chose to run, walk, or cycle distances that are indicative of what migrant workers typically undertake in a day's work – adequately represented by the tagline of this fundraiser, #InTheirShoes.

We owe the resounding support of this event to the collective efforts of our lead campaigners and participants in amplifying our shared cause across diverse communities. Together, we rallied close to 430 participants and raised over S\$590,000 including sponsorship from NETS and matching grants, which went towards the provision of holistic and timely healthcare services for our migrant brothers.

We would like to extend our gratitude to our grant supporters, a private philanthropic foundation and Tote Board who have matched every dollar raised by 140%.





Charity Golf'23 – Swinging for a Good Cause

We ran our annual Charity Golf event as the second fundraising event of the year at Sentosa Golf Club.

Through this event, our esteemed corporate partners and sponsors engaged in meaningful connections which furthered our shared philanthropic goals of improving the quality of life of the low-wage migrant worker community in Singapore.

The gracious contributions of our donors and golfers raised approximately S\$170,000. This was matched 100% by Tote Board and government grants, securing a total of S\$340,000 to aid our provision of medical, dental, and mental health care.

We extend our deep and sincere gratitude to our sponsor Tong Eng Group for their continued support and enabling us to bring this event to fruition.

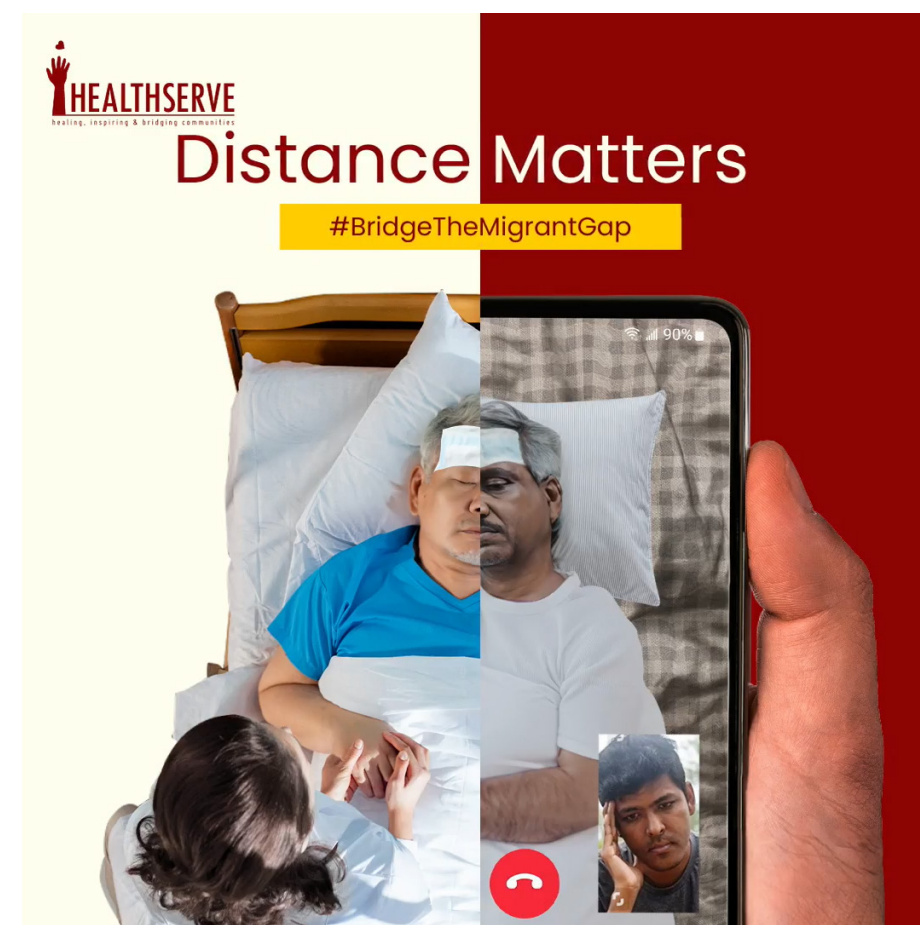
#BridgeTheMigrantGap

Imagine having to choose between seeking medical treatment or sending money back to your family in your home country – how would you decide in such a dilemma?

Our final key fundraiser event for 2023, #BridgeTheMigrantGap was a six-week campaign that aimed to highlight these dilemmas migrant workers often face in navigating the complex healthcare landscape in Singapore. For our migrant brothers, physical health conditions can immensely impede their ability to earn the living they have uprooted their lives for.

Sharing anecdotes that highlighted the consequences of delayed medical treatment on their long-term physical and mental well-being, our campaign struck a chord with the community, including supporters who generously contributed S\$253,000. The Tote Board Grant also matched each dollar donated by 40%, raising a final total of S\$353,000.

These unsparing contributions helped us bridge the gap in offering timely and necessary treatments to our migrant brothers - bringing us one step closer to a society where every migrant worker lives a life of health, well-being, and dignity.



We are grateful for the generous support from the following donors:

CORPORATE DONORS

\$500,000 and above

Chen Su Lan Trust

\$200,000 to \$499,999

Tolaram

\$100,000 to \$199,999

MigrantWell Singapore Limited

\$50,000 to \$99,999

Feature Development Pte Ltd

LyGH Capital Pte Ltd

Singapore Land Group Limited

\$10,000 to \$49,999

Centurion Corporation Limited

Cooley SG LLP

Dr Warren Lee's Paediatrics, Growth &

Diabetes Centre Pte Ltd

Holywell Foundation Limited

Kingdomcity Global Limited

Manulife (Singapore) Pte Ltd

Tee Up Dormitory Pte Ltd

The Community Foundation Of Singapore

The Majority Trust Limited

Wesley Methodist Church

\$1,000 to \$9,999

AstuitOne Pte Ltd

Citizen Adventures Private Limited

Danielle Van de Velde Pte Ltd

Eastspring Investments (Singapore) Limited

Far East Organization Centre Pte Ltd

Gracefield Foundation Ltd

Keppel Care Foundation Limited

Loomis Sayles Investments Asia Pte Ltd

Maestro Bee Pte Ltd

Mangudhvaga Buddhist Lodge

Miaoyin Buddhist Club

Migrant Workers' Assistance Fund

Shake Shack Singapore Jewel Pte Ltd

STT Tai Seng Pte Ltd

Tulsi Ong Trust

WorkWell Leaders Ltd

We are also thankful to receive donations-in-kind and sponsorships from the following organisations:

Far East Organisation

Geylang Adventures

Holywell Foundation Limited

Lojel Singapore Pte Ltd

Marriott International – Junior Business Council

NETS Singapore

QST Technologies Pte Ltd

The Body Shop

T-Pride Pte Ltd

Triple N Supermart Pte Ltd

Zhenghua Primary School

Zurich Life

INDIVIDUAL DONORS

\$10,000 and above

Andress Goh Lai Yan

Benjamin Tan YanKun

Caesar Sengupta

Chan Chia Lin

Darren Tay Chin Khai

Dora Cheong Foong Shien

Gwendolyn Loh Sian Ju

Lee I Wuen

Margaret Chan

Marie Elaine Teo

Michael Rudolf Paul Maria
Brenninkmeijer

Patrick Yeo Chee Kiong

Pauline Cheong

Phillip Tao Hing Wang

Sheng Kwek Eik

Tan Wei Long

Wong Kit Yee

Yee Low

\$1,000 to \$9,999

Aalok Agrawal

Aaron Cunningham

Agnes Tan Su Fen

Alice Boughton

Allene Ng Bee Lian

Allyson Tan Swee Ling

Alvin Quek Chee Weng

Andrew Heng Chian

Andy Tse Po Shing

Ang Hwee Keng

Ang Wan Ching

Arthur Chai Shaw Pu

Arun Khanna

Ashish Jaiprakash Shastry

Augustine Pang

Bill Yang Cai

Bridget Wong Huiping

Candice Wee Li Yeung

Catriona Chau Hui-En

Chaitanya Ramachandran

Chan Hsiao Fen

Chan Pei Cheng

Chan Sok Yuen

Charissa Thia

Charmaine Loke Mern Yi

Cheng Sum Sui

Cheng Yoke Ping

Cheong Yu Jia

Cheow Kai Jian

Cheryl Goh Jing En

Cheryl Lam

Cheryl Tan

Chew Mingyuan

Chia Wee Teck

Chia Ye Hui

Ching Meng Hang

Chloe Choy Hui Ling

Chong Wee Jin

Chong Yew Meng

Choong San Ng

Chow Wan Cheng

Chow Wing Keung

Christine Li Weisi

Christopher Chen Li Hsian

Christopher Khoo Soo Guan

Christopher Ngee Hai Quek

Chua Rui Zhen

Chua Siew Eng

Constance Wong Hian Hwee

Cuttilan Ravi Amran

Daniel Bach

Daniel Chan Siu Hung

Daniel Tan

Danny Lim Teck Chai

David Choon Liang Teo

De Vaz Ian Marc Rosairo

Debby Chua Teck Luck

Deborah Wee Sze-Mynn

Deborah Yuen

Denise Yuen

Dennis Kom Mun Yen
Desiree Tan Phai Lin Grace
Ding Lean Sing
Donosky Jeffry Marc
Dorcas Quek Ern Ling
Doric Wong Wen Kuan
Eddie Tan Cheng Soo
Elaine Ng Ee Ling
Elim Tan
Ellene Lim
Elsie Yong Oi-Si
Eng Siang Yang
Eng Tan
Esther Xu Wen Min
Eugenia Koh Meimei
Evelyn Lee Joo Ee
Fatin Fong
Florence Ho Koon Chyn
Fong Kah Weng
Ford Erik Eugene
Franck Christopher Louis
Ganendran Sarvananthan
George Yeoh Jin Kai
Gerald Owen Schaefer
Gerard Lee How Cheng
Goh Sze Wei
Goh Yew Lin
Gopi D/O Bhagu Mirchandani
Grace Chan Ming Fen
Grace Lee Geok Chiau
Grace Lim Rui Si
Grace Tan
Grace Tsang Jiayi
Harrison Cheng
Hemma M

Henry Funa Fabregas
Henry Thio Tjia Hin
Hillary Chua Hui Min
Ho Yuen Kwan
Hsieh Fu Hua
Huang Der Tuen
Ian Choo Ming
Jaime Liew
Janahan Thirugnanasambhandan
Jason Chew Chiat Tsen
Jeannette Pang Pei Ping
Jeannie Sook Har Ho
Jennifer Quong
Jennifer Tan Poh Lin
Jeremy Lim Fung Yen
Jessen Siew Yee Onn
Jessie Chan
Jia Hui Lee
Jia Xin Loh
Jiayun Ho
Joanna Cheng Chui Yi
Joanna Seah
Joel Lim
Joel Lim Jie Hao
Joel Wong Howe Jian
Joelle Seow
Jonathan Chien Jian Xin
Jonathan Kok Hei Mun
Jonathan Tan Chuan Wei
Joseph Tan
Joseph Wong Wen En
Joshua Leong Peng Wai
Joy Quek
Joyce Low
Judith Chong

Julian Ho Wai Kit
Kaimin Khaw
Karen Chok Juin Hwa
Karthik Seetharaman
Kee Teck Koon
Kelvin Tang Kheng Guan
Kenneth Chan Kah Wai
Kenneth Chin Henn Khin
Kerry Tan Zili
Kevin Tan Boon Kuan
Khoe Hong Oan
Khoo Wei Ming
Khor Wei Boon
Koh Boon San
Koh Yee Tiong
Kok Peng Teh
Kon Yoon Yong
Kuhn Stefan Markus
Kyle Lew
Lam Chih Tsung
Lam Wai Mun
Lawrence Yap
Lee Chiang Fong
Lee Li Ming Nee Ong
Lee Ming San
Lee Pei En
Lesley-Anne Tan
Leslie Leong
Li Cheung Siew
Lilian Tham Ee Mern
Lim Boon Cheong
Lim Fang Ting
Lim Hon Yi
Lim Ka Liang
Lim Leong Kiat

Lim Ming Boon
Lim Ruo Shuang
Lim Shiqi
Lim Sun Sun
Lim Tuck Fang
Lim Wee Ping
Lim Wei Chi
Linda Ho
Lisa Chin Yue Kim
Loh Keh Chuan
Loh Shu Ching
Loh Yin May
Low Ping Ju
Low Sze Chuan
Lynn Hew
Magdelene Ng Qing Yi
Maisy Ang
Maisy Ng
Manish Tibrewal
Mary Ann Tsao Wai Sheng
Megan Su
Michael YC Wong
Michel Herve Jacques Rene
Michelle Kwok Li Yu
Milind Pasad
Mock Pack Kay
Money Kanagasabapathy
Munn Ye Reavley
Nandini Ramesh
Natalie Woong Liling
Ng Chin Hwee
Ng Joo Kim
Ng Kai Chin
Ng Peck Hoon
Ng Xiao Xuan

Ng Yuen Li
Ngiam Shih Tung
Niharika Chaturvedi
Noreen Chan Guek Cheng
Ong Guat Cheng
Ong Kiaw Fei
Ong Pei Lern
Padubidri Pramod Sheno
Partiban Bagyaraj Chellam
Jesudason
Pearlene Then Xin Lin
Peter Eng Hsi Ko
Philip Eng
Poh Yu Khing
Qua Chern Yin
Quek Li Cho
Rachel Ho
Rachel Lim Hui Yi
Rafael Lam Zhe Xian
Rebecca Tan Suet Ting
Roger Erh Kang Jin
Ronnie Tay
Rui Savio Dass
Samuel Wee
Sandra Lee Wai Sann
Sarah Judy Teo Mun Yi
Saurav Sen
Seang Kuan Saw
Seck Wai Kwong
Seow Keng Seng
Shams Mitha
Shen Lynn Chen
Sonam Bijani
Sophie Gan
SP Choo

Sugandhi Matta
Susan Kong Yim Pui
Susan Tang Mei Ling
Tam Shu Er
Tan Cheng Han
Tan Chew Chua
Tan Si En
Tan Zhi-En
Tang Hsiu Chin
Tapas Kumar Das
Tay Meng Yee
Teo Chor Cheng
Teo Kee Meng
Terence Leong
Thomas Verghese
Timothy Chew Hao En
Timothy Hou
Timothy Seow Wei Siong
Toh Bee Hong
Tok Pei Loo
Vincent Chia Pei Chin
Wee Teng Wen
Wilfred Wee Zhi Zhong
Wong Pui Ying
Wong Sen Yang
Wong Siew Ping
Woon Fei Ting
Yap Jing Han
Yatin Premchand
Yong Ai Loon
Yong Pin Yoon

COLLABORATIVE GIVING

Hear from our Corporate Donor

The migrant story of struggles on foreign soil is one that is not unfamiliar to Tolaram. We still remember how our founding generation arrived in a new country, started a small shop to sustain the family and laid down roots within a new community.

We thrived over the years because of the sense of community, wherever the growth of our business took us, and the desire to support one another was strong. We understood early on that the success of our business is linked to the progress of those around us and the communities we serve, over and above the products we manufacture, the services we offer and the jobs our enterprises create.

This year, as we celebrate our 75th jubilee, we wanted to tackle deeper challenges that vulnerable communities face by supporting partners who are deeply rooted within communities and are committed to serving them. This will allow us to build on our culture of giving, contribute meaningfully to social causes, and continue our commitment to uplift communities wherever we operate.

Tolaram's gift will go towards facilitating the well-being of the migrant workers in recognition of their contribution to building Singapore. We are heartened that our partnership with HealthServe will enable more migrant workers to gain access to dental health and social services.

Giving is a vital conduit for driving positive change and fostering inclusive communities. Through strategic partnerships such as this one, we have the power to effect tangible change and create pathways to a brighter future for those who labor unseen.



Sajen Aswani |
Chief Executive, Tolaram



The Gifts of Time and Treasure

The support from our corporate donors extends beyond their generous giving. We are grateful to partner with one of our long-time supporters, Singapore Land Group (SingLand), in a special engagement event that brought together our migrant and local communities in the heartland.

On 22 November, SingLand hosted over 40 of HealthServe's migrant clients, many of whom were Special Pass holders, for an afternoon of shopping and dining at West Mall. Each migrant worker was paired with a SingLand buddy for the day. They received \$70 in Cold Storage vouchers and spent an hour shopping together for groceries of their choice, including daily staples, toiletries, and sweet treats. Over a hearty lunch, SingLand volunteers connected with their new migrant friends on a personal level, learning more about their lives.

Beyond the groceries purchased, the respite and joy our migrant friends experienced from the day's engagement with the local community were truly uplifting.

Corporate Governance



The Board of Directors of HealthServe (the Board) recognises that good governance (establishing and maintaining a governance framework and processes concerned with managing the overall direction, effectiveness, supervision, risk management and accountability) is critical in ensuring that HealthServe is effective, transparent, sustainable and accountable to all stakeholders. In this regard, the Board and Management have been working towards establishing good practices that are in compliance with the recommendations of the Code of Governance for Charities and Institutions of Public Character issued by the Charity Council (April 2017) (the Code) as are applicable to HealthServe within the Enhanced Tier of guidelines. This report highlights the Corporate Governance practices that are in place during the Financial Year ending 31 December 2023 (FY 2023). We are pleased to report that HealthServe has complied with the recommendations in the Code in all material respects. We have completed and uploaded the Governance Evaluation Checklist for FY 2023 and this is available for viewing by members of the public on our website and the Charity Portal.

BOARD GOVERNANCE

Composition of the Board and Board Independence

1. Independence

As of 31 Dec 2023, the Board is comprised of eight members (Directors) who are all independent; there are no staff members on the Board. None of the Directors is related to any staff member. The Directors do not receive any remuneration for their services as Directors. All Directors are required to make a declaration of their independence and any potential or actual conflict of interest at least annually, and also on an ad-hoc basis whenever required. The Constitution of HealthServe has clear procedures for directors' conduct where a potential conflict of interest may arise.

2. Skills Set and Diversity

The Directors are individuals with leadership experiences in businesses, philanthropy, academia and professional practices. The Board collectively has a broad diversity of expertise and experience including, but not limited to, accounting, finance, fundraising, legal, healthcare, business management, philanthropy, and social services. There is also gender diversity on the Board; four out of the eight directors, including the Chairperson, are female. Detailed information on each of the Directors are set out in page 13 of this report.

BOARD RENEWAL (SELECTION AND RECRUITMENT)

Each Director is appointed for a term of three years. The Nominating and Human Resource Committee is tasked with identifying and nominating suitable candidates for directorship or Board committee memberships according to the needs of the organisation.

The Board is conscious of the need for timely Board renewal and has been working on this systematically to ensure that transition is smooth and without disruption. There is no Board member who has served on the Board for more than 10 years. Dr. Tan Thong Kwan, Benjamin joined the Board on 1 July 2023 to replace Dr. Chan Lai Gwen, who retired from the Board on 21 September 2023. The Board expresses its heartfelt thanks to Dr. Chan for her services and contributions to HealthServe in the nine years of her appointment as a Director, from 2011 to 2017, then 2020 to 2023.

BOARD PERFORMANCE

1. Induction of New Directors

HealthServe has in place a comprehensive induction and orientation programme for all new Board members.

2. Continuing Training

Board members are also encouraged to undergo continual training as directors through the various courses and webinars that are conducted by NCSS, NVPC, MCCY, Singapore Institute of Directors and other relevant organisations. Some of our directors also receive continuing training in their respective positions as Board members of listed companies, as members of various professional bodies, and/or in their vocations.

3. Code of Conduct

HealthServe has implemented a Code of Conduct for its Board members which is strictly adhered to by all Directors and Board Committee members who are not Board members.

4. Strategic Planning

The Board Chairman holds strategic planning sessions regularly with Management to review and set strategic directions for the organisation, and to ensure that HealthServe's programmes, services, and activities are in line with its objectives.

Also, there was a Board strategic retreat conducted on 26 August 2023, which was attended by all Board members, invited members of Board committees, co-founder Dr Goh Wei-Leong, and management staff.

5. Reserved Matters

In the various policies that are in place and in the constitution of HealthServe, there are critical matters that cannot be undertaken by Management without the approval of the Board, and these include undertaking obligations above certain financial thresholds, undertaking new businesses or services, entering transactions not in the ordinary course of business, and undertaking critical communications on behalf of HealthServe.

6. Board Evaluation

The Board has in place a Self-Evaluation process which is led by the Chairman. Conducted on an annual basis, the exercise serves to assess the Board’s performance and effectiveness, from its composition to procedures and accountability. All Board members completed the exercise in 2023 and a review of the outcome was conducted by the Chairman with Board members.

7. Directors’ Attendance at Board and Board Committee Meetings

There are at least four Board meetings a year (once a quarter) and ad hoc meetings are held from time to time when the need arises. Board meetings were well attended and there was an average attendance rate of 85% for all Board meetings in FY 2023. Board Committee meetings are held in accordance with the Terms of Reference of each Committee. Each Director sits on at least one of the Board Committees and actively participates in all Board meetings. Information on the participation of Board members in the various Committees are set out in pages 14-15 of this report.

BOARD MEETING ATTENDANCE

Directors	Number of Meetings	Attendance
Ms Chan Chia Lin	4	4
Dr Jeremy Lim	4	4
Dr Chan Lai Gwen (until 20 September 2023)	3	1
Mr Choy Peng Wah	4	3
Mr Eugene Seow	4	3
Ms Gail Lien	4	4
Ms Serene Chee	4	4
Ms Susan Kong	4	3
Dr Tan Thong Kwan, Benjamin (from 1 July 2023)	2	2

BOARD SUB-COMMITTEE MEETING ATTENDANCE

AUDIT COMMITTEE		
Directors	Number of Meetings	Attendance
Susan Kong Yim Pui	2	2
Choy Peng Wah	2	2
Karen Lee Shu Pei	2	2
Lee Yuit Chieng (until 31 May 2023)	1	1

FINANCE COMMITTEE		
Directors	Number of Meetings	Attendance
Serene Chee	4	4
Gail Lien	4	3
Ng Mei Yen	4	4

FUNDRAISING AND ENGAGEMENT COMMITTEE		
Directors	Number of Meetings	Attendance
Choy Peng Wah	4	4
Chandrima Das	4	2
Darren Tay	4	3
Gopi Mirchandani	4	1
Thomas Verghese	4	2

NOMINATING AND HUMAN RESOURCE COMMITTEE		
Directors	Number of Meetings	Attendance
Chan Chia Lin	2	2
Dr Jeremy Lim	2	2
Eugene Seow	2	2
Janelle Tan	2	1
Janet Koh	2	1

MEDICAL SERVICES COMMITTEE		
Directors	Number of Meetings	Attendance
Dr Jeremy Lim	2	1
Dr Gan Wee Hoe	2	1
Dr Shawn Vasoo	2	1
Dr Tan Thong Kwan, Benjamin	2	2
Dr Yeo Cheng Hsun, Jonathan	2	2
Dr Yoong Su-Yin, Joanne	2	1

SERVICES COMMITTEE		
Directors	Number of Meetings	Attendance
Gail Lien	2	2
Dr Calvin Chong	2	1
Eugene Seow	2	2
Thomas Verghese	2	2

MENTAL HEALTH ADVISORY PANEL		
Directors	Number of Meetings	Attendance
Dr Jeremy Lim	2	2
Dr Chan Lai Gwen	2	2
Dr Calvin Chong	2	2
Dr Mok Yee Ming	2	1
Dr Mythily Subramaniam	2	2

8. Delegation By Board

To assist the Board in the detailed consideration and more targeted oversight of various aspects of the operations of the organisation, to avail the Board of wider specialist support in specialist areas, and to facilitate more efficient decision making, seven Board committees were formed.. Namely, the Finance Committee ("FC"), the Audit Committee ("AC"), the Nominating and Human Resource Committee ("NHRC"), the Medical Services Committee ("MSC") , the Services Committee ("SC"), the Fundraising and Engagement Committee ("FEC"), and the Mental Health Advisory Panel ("MHAP").

Each of the Committees is chaired by a Board member and includes other Board members and co-opted members who have the relevant expertise in the matters covered by the respective Committees. The appointment of Board Committee members is approved by the Board. The Board is governed by its own Terms of Reference. Each Committee has a clear set of Terms of Reference which has been approved by the Board. Details of each Committee, its members and Terms of Reference can be found on HealthServe's website: www.healthserve.org.sg/corporate-governance/.

Although the Board Committees are empowered to make their own decisions, the Board is ultimately responsible for all decisions made by the Board Committees.

FINANCE COMMITTEE

A key aspect of the financial governance of HealthServe lies in the work of the Finance Committee which has oversight of all financial matters of the organisation, including budget planning and monitoring, financial reporting and disclosure, and financial management and controls. The Finance Committee also provides guidance to both the Board and the management team on the finance policies to ensure appropriate operational and accounting practices are established.

AUDIT COMMITTEE

- The Audit Committee assists the Board in providing oversight of HealthServe's financial and risk governance by:
- i) Ensuring there is a Risk Management Framework in place and having oversight on the Company's compliance with the
 - ii) framework.
Working with external auditors to identify potential concerns in HealthServe's statutory audit and internal controls; and report any irregularities and concerns to the Board. In this regard, the Audit Committee meets with the external auditors at
 - iii) least once a year without the presence of Management.
Ensuring that reviews are conducted regularly on the Company's internal controls.

RISK MANAGEMENT AND INTERNAL CONTROLS

Review of Internal Controls

To further strengthen governance as part of its regular review of internal controls, HealthServe refined its policies and SOPs based on the recommendations of external consultants in 2021 and 2022. The management team continues to monitor and evaluate the workings of these policies and SOPs. HealthServe engaged the services of Shared Services for Charities to conduct internal audits of all functional areas over a two-year period from January 2023 to December 2024. The internal audit for Risk Management, Finance, Medical & Dental Services, and Casework & Social Services were completed in 2023.

Risk Management

Under the Risk Management Framework approved by the Audit Committee, the management team identifies key risks and their respective ownership (at executive and functional levels) and presents them annually to the Audit Committee and the Board. As part of the risk management process, all operating units are required to monitor and refresh their risk inventories, conduct risk prioritisation exercises, identify key and emerging risks, and develop the requisite risk controls and risk treatment action plans. In the risk management process, workplace health and safety as well as corporate sustainability are also taken into consideration. This is undertaken and reviewed continually and reported to the Audit Committee and the Board on a quarterly basis. In 2023, key management staff completed BizSAFE Level 1 and Level 2 trainings, and HealthServe engaged the services of Novosys to conduct an inspection of office and clinic premises and a review of HealthServe's Workplace Safety and Health (WSH) documents. Efforts to update HealthServe's WSH Policy and framework based on latest local regulations started in 2023 and will be completed in 2024.

ADDITIONAL MEASURES TO ENHANCE CORPORATE GOVERNANCE

HealthServe has put in place various additional measures to enhance governance, and below are some of the highlights:

FINANCE POLICY AND PROCEDURES

The Finance Committee works with the management team to ensure compliance with the organisation's financial policies and procedures.

The Finance Committee reviews:

- 1. the annual budget with the Board Chairman before it is submitted to the Board for approval
- 2. the monthly and quarterly financial reports to monitor actual spending against budget
- 3. the annual financial statements prepared by appointed external auditors
- 4. and recommends investments for the Board's approval

The Finance Policy which has been approved by the Board sets out:

- 1. a clear approval matrix for procurement and payments
- 2. budgeting guidelines for annual projected income and expenditure
- 3. guidelines for investments of cash and reserves
- 4. policies for anti-money laundering and anti-terrorism financing
- 5. accounting guidelines for donations and donations-in-kind
- 6. income and receipt management guidelines
- 7. an approval process for loans, grants and matters not in ordinary business

HealthServe has strict documented procedures and protocols to account for all incoming monies and donations; and effectively monitors the prudent utilisation of these resources.

RESERVES POLICY

The reserves that HealthServe has set aside provide financial stability and the means for the development of the organisation's work. In FY 2023, HealthServe met its reserves policy target of a minimum of two years of operating expenditure. For FY 2023, HealthServe's reserves ratio was 2.9, and the amount of reserves was \$10,308,351.

As of 31 December 2023, HealthServe has accounts with the following financial institutions: CIMB Bank Berhad, DBS, Fullerton Fund Management, Bank of China, RHB, HL Bank, and UOB. Besides the auditors Lo Hock Ling & Co., and Pinnally PAC, and Shared Services for Charities, HealthServe has no bankers, lawyers, other auditors, investment advisers or any other advisers.

CONFLICT OF INTEREST POLICY

There is a clear Conflict of Interest Policy (COI) that mandates that no staff or Board Director may engage in any external interest or business that may undermine or conflict with the organisation's overall welfare. Annual declaration of interests by Board members, members of key management personnel, and all staff personnel is required in writing. When a situation arises where there is a conflict of interest, the Director or staff shall abstain from participating in the discussion, decision making and voting on the matter. The charity does not have any paid staff who is a close member of the family belonging to the Executive Head or a governing board member of the charity during the financial year.

WHISTLEBLOWING POLICY

HealthServe promotes an open and transparent culture and is committed to the highest standards of integrity and professional conduct. HealthServe's whistleblowing policy aims to provide an avenue for employees and external parties to raise concerns relating to any aspect of the organisation's operations, including potential breaches of the Code of Conduct by employees. HealthServe treats such reports with strict confidentiality. The policy also serves to protect employees from any potential negative consequences for reporting their concerns. Should any party come across possible corporate or employee improprieties, they are encouraged to write in to whistleblow@healthserve.org.sg immediately and in good faith.

PRIVACY POLICY

As HealthServe's principal activity is the provision of healthcare and community services to its beneficiaries, it is crucial that the privacy of its beneficiaries' personal data is safeguarded. HealthServe is committed to treating all essential personal data collected with strict confidentiality and to ensuring that it is protected and managed in accordance with relevant data protection laws of Singapore, international good practices and individuals' rights. Since 2014, HealthServe has complied with requirements listed under the Personal Data Protection Act, with the appointment of Data Protection Officers who are supported by a Data Protection Team. All employees undergo an annual online training and assessment programme created by Personal Data Protection Commission (PDPC) of Singapore, and all members of the Data Protection Team had also completed the Fundamentals in Personal Data Protection (2020) course. Reviews and assessments continue to be undertaken on a regular basis; all 28 employees had completed the training and passed the assessment in 2023.

FUNDRAISING PRACTICES

HealthServe's main source of financial support are donations from foundations, churches and corporations as well as individual donors. The organisation is committed to ensuring that all fundraising activities are carried out ethically and in line with Singapore's fundraising laws. Its Donor and Fundraising policy sets out the organisation's position, principles and practices on fundraising and data transparency, ensuring accountability to all stakeholders including the public. The Fundraising & Engagement Committee ("FEC") has oversight of all fundraising matters and provides guidance to both the Board and the management team on the policy to ensure appropriate operational and accounting practices are established.

To facilitate more targeted donations and greater accountability on HealthServe's part, we accept donations for both general and specific (restricted) purposes identified by donors. The FEC ensures that all restricted funds are used for its specified purpose(s) within the corresponding time period(s), where applicable.

- Any remaining restricted fund amounts will be:
- 1. Returned to the donor(s) at the end of the restricted time period;
 - 2. *Brought forward to a new time period;
 - 3. *Used for other specific purpose(s); or
 - 4. *Re-classified to unrestricted funds
- *With prior consent by the donor(s)

PROGRAMME MANAGEMENT

The key activities of HealthServe in the provision of medical services and mental health & community services to its beneficiaries demand a high level of specialist advice and guidance in the structuring, organisation and operation of these services. In this regard, management has the guidance of a panel of highly qualified professionals in the Medical Services Committee as well as the Mental Health Advisory Panel ("MHAP"). Tasked to promote the development of clinical practice standards and benchmarking in the domains of mental health and psychosocial needs, the MHAP continues to guide the Board and the management team in reviewing related programmes, services and research in HealthServe.

CAPABILITY BUILDING AND CODE OF CONDUCT

HealthServe's operations and services are supported by a lean core team and hundreds of volunteers every year. HealthServe adopts current best practices for capability building, with a focus on the safety and wellbeing of personnel and volunteers, effective volunteer management, and good governance. Prior to engaging beneficiaries, all staff and volunteers of HealthServe are required to undergo onboarding and relevant training, and also agree and adhere to a Code of Conduct which sets out the principles, values and behaviours expected of them. The Code of Conduct is made available online to all staff and volunteers and is regularly reviewed by HealthServe's management team.

PUBLIC IMAGE

The public image and reputation of an Institution of a Public Character is critical to reflect the values and integrity of the organisation in order to instill confidence and peace of mind amongst its stakeholders. Aimed at safeguarding HealthServe's brand and reputation, HealthServe has in place a Communications & Media Policy for all members, which sets out principles and guidelines related to external and internal communications. This is regularly reviewed and enhanced to ensure the policy's relevance in line with the evolving media landscape.

REMUNERATION DECLARATIONS

The charity discloses that during FY 2023, there were two staff whose annual remuneration was within the band of \$100,000 and \$200,000; there is no staff whose annual remuneration exceeds \$200,000. In FY 2023, there were no paid staff who is a close member of the family of the executive head or board members. The process for setting remuneration of key staff is determined by the NHRC and approved by the Board. No staff is involved in setting their own remuneration.

GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs ("the Code"). Below is HealthServe's GEC (Enhanced Tier) for FY 2023.

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
Board Governance				
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	There is a Finance Committee overseeing HealthServe's finances.
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer ² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
Human Resource and Volunteer ² Management				
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Fundraising Practices				
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

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

Thank you for sharing our vision of a society
where every migrant worker lives a life of
health, well-being and dignity.



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