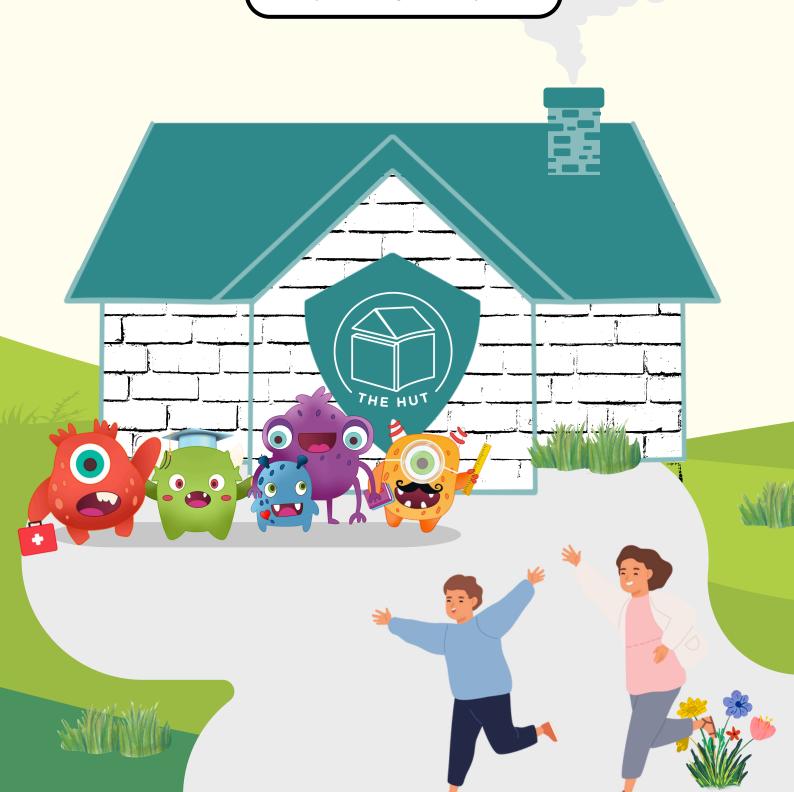
## **The Hut Limited**

2024 ANNUAL REPORT



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### **About Us**



### The Hut aims to provide:

- A. Developmental, preventive, and remedial services and opportunities for children, youths from vulnerable backgrounds.
- B. Guidance and assistance to children and youths in the areas of education and life skills development.
- C. Opportunities for children and youths from varying backgrounds to build positive relationships with one another.

#### Vision

Our community for children and youth to pursue their dreams with a heart to serve.

#### **Mission**

<u>H</u>onouring Dreams <u>U</u>nleashing Potential <u>T</u>ransforming Lives

#### **Values**

Respect - Treating everyone with respect and dignity
Integrity - Upholding what is right and true
Collaboration - Embracing a collaborative spirit for the greater good
Excellence - Striving to hold high standards in what we do
Empathy - Listening and connecting without judgment



### **Overview of Charity**



#### **Charity's Information**

The Hut Limited (The Hut) was incorporated as a Company Limited by Guarantee on 4 March 2020. Since 1 June 2020, The Hut is registered as a charity under Charities Act (Chapter 37).

Further to being a charity, The Hut has renewed its status as an Institution of a Public Character (IPC) from 13 July 2023 to 12 July 2026. The Hut has a constitution as its governing instrument.

UEN: 202007365W

Address: 35 Marine Crescent #01-63/65 Singapore 440035

Auditor: Tan Chan, and Partners

Banker: DBS Bank

#### **Board of Directors**

Ms Nancy Quah - Chairperson
Mr Noriman Ali Salam - Vice Chairperson
Mr Teh Chee Yang - Secretary
Mr Anand Nalachandran - Director
Ms Glara Yi Young Eun - Treasurer (stepped down on 23 July 2024)
Mr Yusof Lateef - Director
Ms Ng Li Peng - Director
Mr Lim Ee Tiong - Director

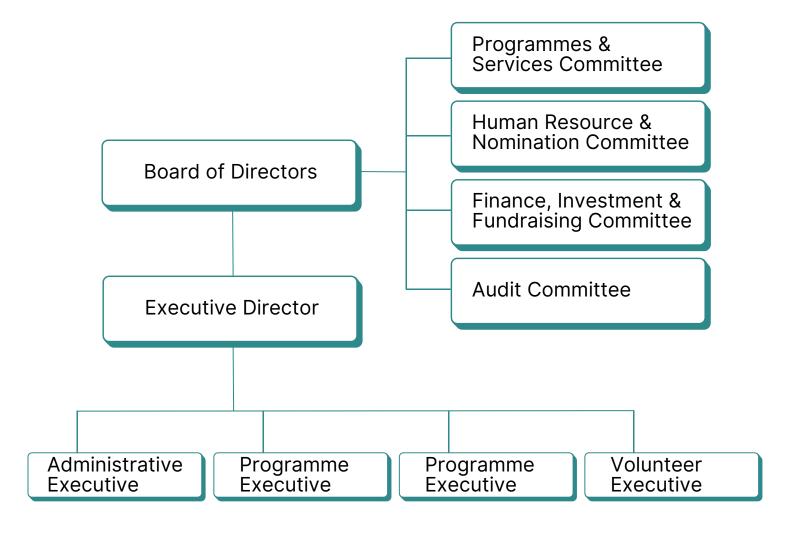
#### **Executive Management**

Ms Nyan Fei Ting - Executive Director

Appointed to position since 14 September 2023

### **Organisation Structure**





### Chairperson's Message



It is my privilege to present this year's annual report, which captures the heart of our work and the progress we have made as a community. At the core of our mission is a simple but powerful belief — that every child and youth deserves the opportunity to grow, learn, and thrive, regardless of their background.

This year, our programmes have continued to open doors for young lives. Through enriching activities, skill-building sessions, and fostering a sense of belonging, we have sought to broaden the horizons of the children and youth we serve. Our dropin centre remains a safe and nurturing space where young people can connect, explore, and be heard, while our school holiday programmes offer structured opportunities to discover new interests and build confidence.

Our flagship programme, EduGrow for Brighter Tomorrows, has seen continued success. Targeting children from lower-resourced backgrounds, the programme provides group academic coaching and mentoring, helping our beneficiaries gain the knowledge and support they need to be on a path of social mobility. The steady progress of our EduGrow participants inspires us to deepen our impact and refine our efforts year after year.

Behind every programme and every story of transformation is a dedicated community. I would like to express my heartfelt appreciation to our incredible team of staff, and to the dedicated group of over 80 volunteers whose time, passion, and energy make all of this possible. Your commitment breathes life into our mission.

To our donors, partners, and supporters — thank you for walking this journey with us. Your belief in the potential of every child and youth continues to propel us forward. As we look ahead, we remain committed to building a future where all young people in Singapore have the opportunity to shine.

### Nancy Quah Chairperson The Hut Limited



### The Year in a Glance





We served

### 316 Members

at The Hut

We journeyed with

### 70 children

through the EduGrow programme





A total of

### 154 Hut members

visited drop-in

We worked with

### 85 volunteers





We received donations from

### over 1000 individuals



# **EduGrow for Brighter Tomorrows**



EduGrow for Brighter Tomorrows (EduGrow) aims to provide support for K1-P6 children residing in Marine Parade to be a on path of social mobility through building strong academic foundations and supportive relationships.

Started in 2015, EduGrow consists of group academic coaching, mentoring and parents' engagement. The Hut partners Life Community Services Society (LCSS) to match EduGrow children with trained volunteer mentors who reinforce positive learning and act as role models and cheerleaders.

#### **Enrollment**

• 70 children from 47 families

### **P2-P6 Group Academic Coaching**

- Attendance: 77.5%
- All 8 EduGrow P6 children passed PSLE
- Average increase of 13% in English scores
- · Average increase of 24% in Mathematics scores

#### **K1-P1 Literacy & Numeracy**

- Attendance: 75%
- All 18 children saw an increase in both Literacy and Numeracy at year-end from baseline test results
- Average increase of 24% in Literacy scores
- Average increase of 17% in Numeracy scores

#### Mentoring

- Total of 41 mentor-mentee pairs matched
- Conducted 4 Mentors' Circles with LCSS
- Conducted 1 mentor-mentee bonding night with LCSS

#### **Parents' Engagement**

- Conducted 3 Parents Talks
  - P2-P6 Parents Talk: Expectations for the new academic year and how parents can support their child's learning
  - P2 Parents Talk: To bridge parents from K1-P1 Literacy & Numeracy sessions on Saturdays to P2-P6 Group Academic Coaching on weekdays
  - P6 Parents Talk: Different approaches parents can use to support their P6 child in preparation for PSLE





# **EduGrow for Brighter Tomorrows**



"I am writing to express my appreciation for the tuition sessions at The Hut. The sessions have been very helpful for my children. The smaller number of students allow them to focus better and feel more comfortable asking questions when they don't understand something. I also appreciate that the teachers at The Hut take the time to explain topics clearly and patiently. It's a great support for my children's learning. Thank you again for the great work being done at The Hut."

Hadijah Iszal



"The Saturday Literacy and Numeracy Programme has been a gamechanger for Ethan. Coming from a background with limited English proficiency, he had zero knowledge of the language initially. However, through this program, he's made tremendous progress and can now read, write, speak, and understand English so well.

Additionally, he's developed essential numeracy skills, including counting and basic arithmetic. What's equally pleasing is the confidence he's gained, which has enabled him to socialize more effectively. We're incredibly grateful for this program and the positive impact it's had on Ethan's life."

Lee Chin Wee

### **Drop-in**



The Hut's drop-in programme aims to provide a safe space for children and youth aged 8-17 years old to be meaningfully engaged, connected to adult and peer support systems and to find a sense of belonging to our Hut community.

Drop-in is open Mondays to Fridays, 2-6pm for Hut members aged 8-17 years old and on Tuesdays, 6.30-8.30pm specially for the youths aged 13-17 years old. Hours are extended during school holidays.

In 2024, we conducted a total of 280 drop-in sessions. Of the 280 drop-in sessions, 42 were night drop-in sessions for youths.

During drop-in, the children and youth have access to the areas and materials available in the space such as table tennis, maker space, board games, books corner, music instruments and Lego bricks. We launched a cooking station for the night drop-in whereby youths can partake in light cooking and baking.

A total of 154 unique children and youth visited drop-in.

Staff, volunteers and one of our very own youths faciliatated a total of 13 Drop-in Specials throughout the year. These pop-up activities further engage the children and youth in the drop-in space, sparking new interests and learnings.









### **Holistic Activities**



At The Hut, we believe that true development goes beyond academics - it encompasses the mind, heart, and character of every child. Our holistic approach to child development is anchored in five core domains: Positive Identity, Positive Values, Education, Life & Social Skills and Support Network. These domains serve as the foundation for all the programmes and activities we offer, ensuring that our beneficiaries receive well-rounded support as they grow.

In 2024, we facilitated a total of 76 unique activities for the children who come through our doors. These activities are put in place to nurture the various aspects of our children's development such as helping them to build confidence, make responsible choices, manage their emotions and feel a sense of connection and belonging within The Hut community.

Some examples of these activities include motor skills workshop, rollerblading workshop, sustainability workshops, beach clean-ups, visit to an OCBC branch, visit to National Gallery, ukulele workshops and more.

Together, these activities reflect our ongoing commitment to nurturing every aspect of a child's well-being, empowering them not just to succeed but to thrive as well.



### **Hut Youth Academy**



The Hut Youth Academy (HYA) programme aims to develop youth in areas of the Positive Youth Development (PYD) framework - connection, confidence, competence, character, caring and contribution. This is done by providing meaningful engagements for youth to grow and be equipped with skills, knowledge and resources, supporting lower secondary youth to transition positively into adolescence stage, providing leadership opportunities and connecting youth to positive and safe adults and peers.

We organised 11 engagements in 2024 for the youths. The activities focused on building relationships with and among the youth members as well as building new knowledge and skills. Activities include Jumpstart groupwork, photography workshop, swim camp, boxing workshop and a mangrove night walk tour.



### **Our Volunteers**



Volunteers play a vital role at The Hut in advancing our mission of Honouring Dreams, Unleashing Potential, Transforming Lives. Throughout the year, they contribute meaningfully across a range of programmes such as tutoring, mentoring, engaging children at our drop-in centre, and co-creating and co-facilitating activities designed to support personal and academic growth.

In 2024, we had a total of 85 volunteers supporting our programmes. Their commitment and generosity have enabled us to extend our reach and deepen our impact. By sharing their time, expertise, and care, our volunteers help create nurturing environments where children and youth feel seen, supported and empowered.

Their involvement spanned across various initiatives, including:

- Homework & Revision Support
- K1-P1 Literacy & Numeracy programme
- Drop-in sessions
- PSLE Prep
- EduGrow Mentoring
- Child-minding
- Ad-hoc support

Special thanks to Ruth Tan for designing the cover of this annual report.



### **Hear from Our Volunteer**



"Volunteering at The Hut in 2024 has been a deeply enriching experience. Over the year, I've had the privilege of being involved in several programmes, including Homework Revision Support, Mentoring, PSLE Prep, K1-P1 Literacy & Numeracy, and conducting a Study & Time Management Skills Workshop for the P6 cohort. Each gave me unique opportunities to engage with the children meaningfully and witness how support and encouragement can go a long way.

The Hut's volunteer preparation and ongoing support enabled me to contribute positively. Regular communication gave insight into the children's needs and session structures, and there was always someone available if I had questions.

I began mentoring Nadia (not real name) about three years ago. I was initially apprehensive, knowing that trust takes time. From our first meeting, I saw her potential. Though shy, she had a quiet strength. Over time, I witnessed her creativity, kindness, and resilience emerge. Our relationship grew through small, consistent steps—weekly check-ins and message exchanges. Whether helping with schoolwork, chatting, or just listening, I aimed to support and encourage her to reach her goals.

What I enjoyed most was building genuine relationships and helping boost the children's academic confidence. Even on challenging days, there was joy in seeing their growth. Through Homework Revision Support and PSLE Prep sessions, I learned the importance of consistency and support beyond scheduled sessions. The day PSLE results were released brought immense fulfilment—both students texted to share they had passed and gotten into their desired secondary schools.

I'm especially thankful for the chance to volunteer alongside my 13-year-old daughter in the K1-P1 Literacy and Numeracy programme. It was a meaningful experience where we both contributed and bonded deeply. Preparing sessions together became special — brainstorming ways to engage 5- to 7-year-olds through games, storytelling, and songs. Watching my daughter grow in confidence and empathy was incredibly rewarding. Volunteering as a parent-child pair allowed us to reflect on giving back and how small gestures can make a big difference.

The Hut is more than just a centre—it's a safe space where children feel seen, supported, and empowered. As a volunteer, I've grown in empathy, patience, and perspective. I'm grateful to have played a small part in their journey and look forward to continuing to serve this community."

**Lynette Ng** 

### **Our Partners**



- · Aureus Academy
- · Bedok View Secondary School
- · Catholic High Venture Scouts
- CHIJ Katong Convent
- · Daughters of Tomorrow
- EPAM
- · Every Child Matters
- Goodlife Studio (Marine Parade)
- Hatch
- ITE College East
- Learning Vessels (Early Learning Programme)
- Life Community Services Society (Key Partner for EduGrow for Brighter Tomorrows)
- Marine Crescent Ville Residents' Network
- Marine Parade Constituency Office
- Marine Parade Neighbourhood Police Centre
- Marine Parade Youth Network
- Marine Terrace Breeze Residents' Network
- Marwadi Mitra Mandal
- Ministry of Social and Family Development (ComLink)
- Montfort Care Family Service (Marine Parade)
- My First Skool (Blk 18)
- Ngee Ann Primary School
- National Gallery Singapore
- National Library Board (kidsREAD)
- OCBC Consumer Financial Services
- · People's Association
- PAP Women's Wing
- PCF Sparkletots Preschool (Blk 46)
- Playeum
- · Project Litera
- · Raffles Institution
- · Raffles Girls School
- ROXY Foundation
- SG Cares Volunteer Centre @ Geylang Serai and Serangoon
- Singapore Cricket Club
- Singapore Management University
- Singapore Repertory Theatre
- South East Community Development Council
- SportCares
- Tanjong Katong Girls School
- · Temasek Foundation
- WeCare@MarineParade



### With Heartfelt Thanks



### **Our Patrons**

- ESM Goh Chok Tong
- Dr Tan See Leng
- Mr Tony Tan
- Mr Kelvin Lum

### **Our Members**

- Dr Chua Ee Chek
- Mr Tony Tan
- Ms Nancy Quah

### Our Donors

- Mr Peter Lim
- OCBC Consumer Financial Services
- · Henry and Hailey Qian Fund
- EDIS Cares
- Mr Dilhan Pillay
- Hoe Kee Hardware
- Salleh Marican Foundation
- Members of Entrepreneurs' Organization (EO) Singapore
- Donors via giving.sg

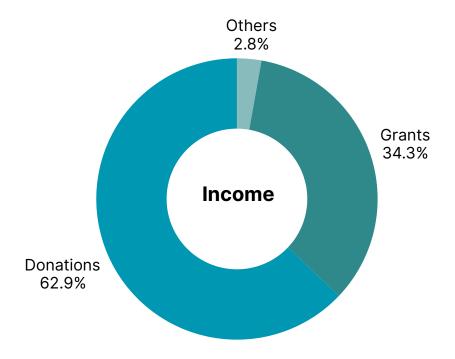
To all donors and the many individuals who have contributed in one way or another, The Hut expresses our sincere gratitude for your generosity in investing in the young lives at The Hut. Thank you.

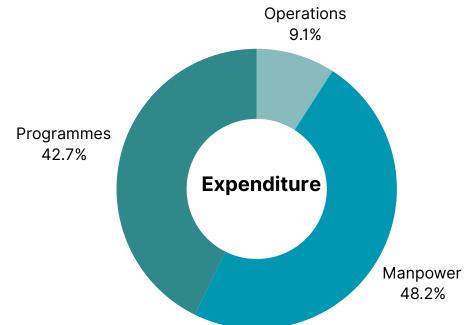




### **Financial Highlights**







### **Governance Policies**



#### **Investment Policy**

The Board takes a conservative approach on the investments of The Hut, including low-risk strategies that generate returns while preserving reserves and capital. The Board, along with the Finance and Investment Sub-committee, determines the investment limit and approves investments in financial instruments such as fixed deposits, unit trusts, bonds, and equities according to the terms and parameters laid out in The Hut's Investment Policy. Reserves and Restricted Fund Policies.

#### **Reserves Policy**

The Hut has reserves for sustainability purposes of its operations. The reserves policy aims to maintain its reserves at a level which is not more than 3 years of its annual operating expenditure to meet its operational needs. The Finance & Investment Committee Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil The Hut's continuing obligations. The Hut's Reserves Ratio for FY2024 is 2.1.

#### **Restricted Funds Policy**

The Hut uses restricted funds according to the respective donors or funders' intent for our programmes. Should an excess from the funding resulted, The Hut would initiate to communicate with the respective donors or funders on planned usage of the unutilized balance in future periods.

#### **Conflict of Interest policy**

All employees and board directors are required to sign an annual declaration regarding any potential Conflict of Interest that may cause conflict to their functions or employment with The Hut Limited. The Board and management will:

- Serve The Hut wholly and not any particular interest group or constituency.
- Avoid potential conflict of interest and disclose potential conflict of interests (if any) to the Chairperson for the Board members and Executive Director for the employees.
- Abstain from discussion and voting on matters where there can be potential conflict of interest and let the remaining of the Board and/employees to make the final decision.
- Do not accept (or offer) personal favours or gifts from (or to) any interest group or constituency, or The Hut staff, in performing their Board Member duties.

No staff of The Hut Limited sits on the Board so as to avoid conflict of interests and doubts on the independence of Board decisions.

#### **Disclosure**

- Remuneration for highest paid staff: between \$100,000 to \$200,000 (1 staff).
- No paid staff are close members of the family belonging to the Executive Director or Board members, who has received remunerations exceeding \$50,000 during the financial year.



S/N	Call for Action	Code ID	Response	Explanation	
Princi					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied	-	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied	-	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied	-	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Partial Compliance	Need to consolidate plans. Aim to comply by Sep 2025.	
Princi	Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied	-	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Complied	-	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or desig nated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied	-	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied	-	



S/N	Call for Action	Code ID	Response
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.		Complied
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only:  a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Complied
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.  a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Complied
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.  a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Complied
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.  For all Board members:  a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.  b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).  c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Complied



S/N	Call for Action	Code ID	Response
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.  i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Complied
Princ	ple 3: The charity acts responsibly, fairly and with integrity.		
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.  a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.		Complied
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Complied
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied
Princ	ple 4: The charity is well-managed and plans for the future.		
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Complied
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Complied



S/N	Call for Action	Code ID	Response	Explanation
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.	4.3	Complied	-
25	Set internal policies for the charity on the following areas and regularly review them:  a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);  b. Board strategies, functions, and responsibilities;  c. Employment practices;  d. Volunteer management;  e. Finances;  f. Information Technology (IT) including data privacy management and cyber-security;  g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);  h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.		Still building AML/CFT and IT policies. Aim to comply by Aug 2025.	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.  4.5  Complied		-	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Complied	-
Princi	ple 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied	-
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied	-
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Complied	-



S/N	Call for Action	Code ID	Response
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.		Complied
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied
Princ	iple 6: The charity communicates actively to instil public confidence.		
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).		Complied
37	Listen to the views of the charity's stakeholders and the public and respond constructively.		Complied
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Complied

### **Board Appointment** & Attendance



Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointments	Attendance in 2024
Nancy Quah	Chairperson July 2024	Business Owner  Hoe Kee Hardware Pte Ltd	Chairperson March 2020	5/5
Noriman Ali Salam	Vice Chairperson July 2024	General Manager People's Association	Secretary March 2020	5/5
Glara Yi Young Eun	-	Finance Director  S&P Global Ratings Singapore	Treasurer March 2020	3/3
Anand Nalachandran	Director July 2024	Advocate & Solicitor Forte Law LLC	Director Dec 2022	4 / 5
Teh Chee Yang	Secretary July 2024	Senior Associate  Dentons Rodyk &  Davidson LLP	Director Jan 2024	3/5
Ng Li Peng	Director Dec 2024	Chief Financial Officer Roquette Asia Pacific Pte Ltd	-	1/1
Yusof Lateef	Director Dec 2024	Managing Director  Secured Global Business  Consulting Pte Ltd	-	1/1
Lim Ee Tiong	Director Dec 2024	General Manager PDS Singapore Executive Director Jones Lang Lasalle	-	0/1

### **The Year Ahead**



### **Strengthen Partnerships**

We will strengthen our partnerships with community partners such as SSO ComLink FSC and schools to reach out to families who have yet to know The Hut and better support our children and youth. In addition, we will explore longer term partnerships for holistic activities.

### **Reengage Members**

Over the past 4 years, The Hut has grown our membership and we would like to ensure more of them are active members. We will attempt new ways to reengage inactive members.

#### **Streamline Programmes**

We will review the drop-in programme to ensure greater learnings and benefits for the children and youth who visit. This includes relooking at the best time periods in the year to organise the various programmes and activities.

#### **Refine The Hut Domains**

The 5 Hut domains have served us well in guiding our approach towards developing children and youth and we will review them to gain a sharper understanding and clearer programme outcomes.

#### **Develop Volunteer Management Framework**

With a growing pool of volunteers supporting The Hut and increasing volunteer needs for our programmes, we will work on further developing our existing processes to establish a volunteer management framework.



# Honouring Dreams Unleashing Potential Transforming Lives

