



caregivers alliance
— limited —

Spring

ANNUAL REPORT 2022



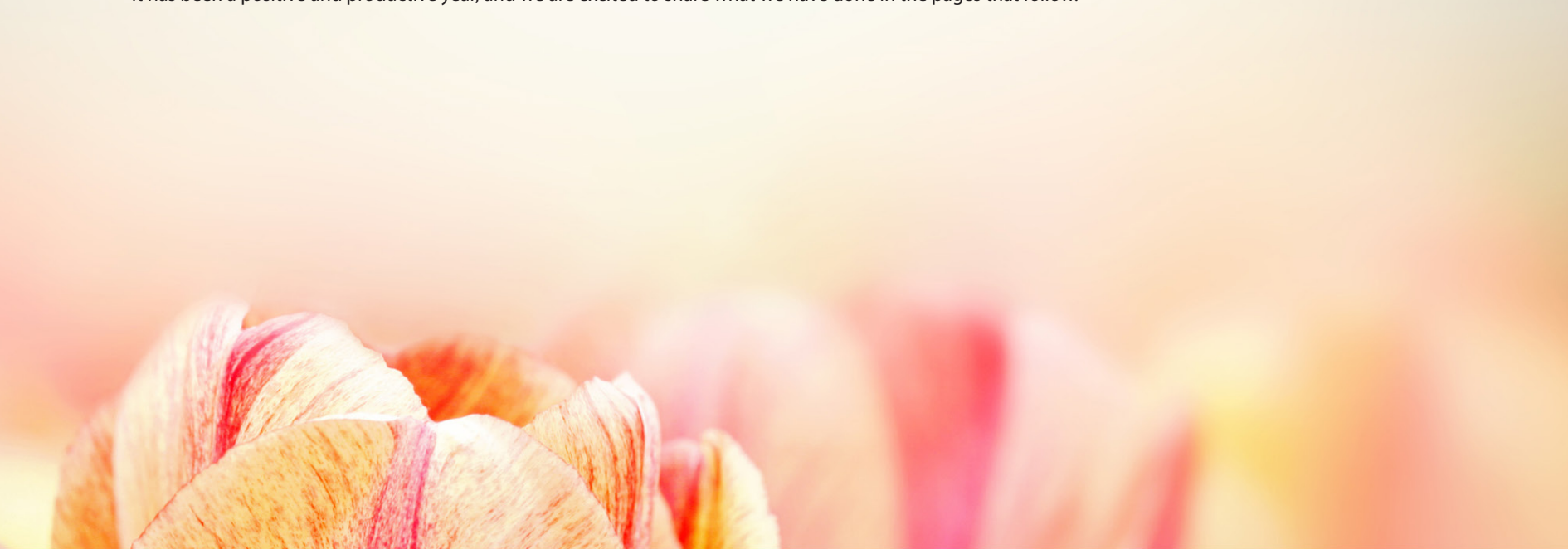
Spring

Our theme for this year's Annual Report is Spring - the season of hope and new beginnings, one that brings renewal, rebirth and rejuvenation.

Looking back at 2022, it was indeed a time of revitalisation and growth for us here at Caregivers Alliance Limited. As we emerged from the long winter imposed by the pandemic, it was a delight to meet our caregivers and colleagues in person; to pose for graduation photos standing side-by-side, a welcome change from having our faces screenshotted in socially-distanced rectangles.

Now that we are here, we have a new mission - to shift mindsets about caregivers, and break down the existing stereotypes and for us to realise that we are **all** caregivers. We are grateful to our donors and partners who have in one way or another made our work possible and we look forward to supporting and empowering all the hidden heroes that walk among us.

It has been a positive and productive year, and we are excited to share what we have done in the pages that follow.



CAL Receives the Charity Transparency Award 2022

CAL has been honoured with the Charity Transparency Award for the second time, following our first recognition in 2019. This award is a testament to our commitment to upholding high standards of transparency and governance in the non-profit sector. We understand that accountability to our caregivers and donors is paramount, and we are grateful for their continued trust in our work.

The Charity Transparency Award, an initiative of the Charity Council, is an important platform that recognises organisations that uphold good governance practices in the sector. The Award took a hiatus in 2020 and 2021.

We look forward to continuing our work in supporting caregivers with integrity, transparency, and accountability.



Photo Credit: Charity Council Secretariat

Empowering Hidden Heroes

MISSION

CAL is the only non-profit organisation in Singapore dedicated to meeting the needs of caregivers of persons with mental health issues, through education, support networks, crisis support, long-term engagement and self-care enablement.

VISION

To reach out to all caregivers of persons with mental health issues in Singapore and empower them to achieve a high level of well-being and resilience.

BENEFICIARIES

While there are other organisations providing support to persons who suffer from mental health issues, CAL focuses exclusively on supporting caregivers and advocating for their needs and care. There is stigma associated with mental health issues, and many caregivers are unwilling to come forward to receive help.

Some have sacrificed their jobs, dreams and lifestyle to care for their loved ones and do not expect to be able to return to the workforce. For those who remain in the workforce, many are not willing to disclose to their colleagues that they have a family member who is suffering from a mental health issue. It is thus understandable that caregivers can suffer from fatigue, depression, or loss of hope. CAL aims to equip them with the tools, knowledge and support necessary to stay the course, and the assurance that they are not alone.

The Dedicated CAL Team





Outreach & Corporate Services Team



Comms Team



Operations & Programmes Team



Engagement to Empowerment (E2E) Team

CAL walks the talk, and advocates for mental health and caregivers. More than half of CAL's full-time staff are caregivers. Most graduated from the C2C programme, volunteered with CAL and eventually joined as CAL staff.

In 2022, The People's Association Women's Integration Network (WIN) Council and Women's Executive Committees (WECs) inaugurated the "WIN Caregivers Network" with CAL and NCSS as partners; CAL is proud to be a part of this project.

As a result of this collaboration, we welcomed the newly minted Engagement to Empowerment (E2E) Team to establish community-based peer-support caregiver networks in six constituencies i.e. Bukit Gombak, Fengshan, Henderson/Dawson, Nee Soon East, and Tampines.

CAL has grown in strength, and we are looking forward to supporting and empowering more caregivers of persons with mental health issues.



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A MESSAGE FROM OUR *Chairman*

In line with the Spring theme of this Annual Report, the year also marks a new beginning for me as I take on the role of Chairman at CAL, after having served initially as a volunteer since 2013 and then as a board member since 2017.

Having been a caregiver to my father since I was very young, it was only when I volunteered at CAL much later in life that I experienced the power of CAL's programmes. CAL's mission to train and empower mental health caregivers across the country is one that is close to my heart. As I have benefitted immensely from CAL's programme, I feel drawn to CAL's mission and hope to serve other caregivers and to empower them as they undertake the arduous responsibility of caregiving.

Thanks to the initiatives of our government and tireless efforts of mental health advocates, more attention is being given to the mental health needs of our communities over the years. In recent years, we have also seen a growing awareness and recognition of the critical and self-sacrificing role that caregivers play. In particular, an indirect consequence of the Covid-19 pandemic is society's increased readiness to address mental health issues and recognise the burden on caregivers. This is a radical change from the high degree of stigmatisation mental health issues used to elicit.

As an organisation, we have worked tirelessly to meet the needs of this community, providing support, resources, and education to help them better care for their loved ones, and very importantly, themselves. Through strategic partnerships such as the one with People's Association, we have been able to penetrate deeper into the community and extend our services to even more caregivers in need.

There is still much work to be done. The challenges faced by mental health caregivers are complex and monumental. We remain committed to doing all that we can to support our caregivers and their loved ones, but we know that we cannot do it alone.

I will be working closely with the CAL team and our impassioned pool of volunteers to continue building a stronger and more connected community of mental health caregivers, and with partners in the community to collectively amplify our efforts.

My sincere gratitude goes to the CAL Board and staff who work tirelessly to bring us closer to our mission. I am thankful for the generosity and dedication of our donors, volunteers, corporate and community partners, who have made our work possible. It is a privilege to continue the amazing work that my predecessor, Sutat, and the team have done in support of mental health caregivers. With greater support from the community and from all stakeholders, I envision CAL can deliver even more to society and I am excited to be part of this journey.

We are also grateful for the support of our funding organisations – Agency for Integrated Care (AIC), National Council of Social Services (NCSS), Singapore Totalisator Board (Tote Board) and the generous contributions of the many corporate and individual donors that have kept us going.

In the coming year we plan to extend our reach further into the community, and our newly strengthened board and management team provides me with a high degree of confidence in our ability to bring us into the next season of our journey.

Jennifer Fan



A MESSAGE FROM OUR *Chief Executive Officer*

The process of compiling our Annual Report provides a good opportunity to look back on the past year and its many events. As I look back on 2022, I feel a sense of optimism and gratitude that caregivers are starting to receive the recognition and attention they deserve. Spring is a season of renewal, growth, and revitalisation, and in this report, we showcase our efforts to support caregivers - we call them "Hidden Heroes" - and bring them out of the shadows.

This was the year that our President visited us twice, once to announce that caregivers would be the focus of the President's Challenge and again to launch our National Caregiver Month campaign. We collaborated with 10 like-minded partner organisations to raise awareness of the challenges that caregivers face and to encourage them to seek help. We collaborated with the People's Association to establish an entirely new team to support caregivers in the community. For the second time, we were honoured with the Charity Transparency Governance Award, demonstrating our commitment to transparency and good governance.

We extend our sincere gratitude to the dedicated staff, volunteers, and supporters at Caregivers Alliance Limited. Thanks to the generosity of our donors and partners, we have been able to expand our services and reach out to more caregivers in need.

In 2023, we are launching two new programmes to address the needs of caregivers of persons with mental health conditions.

The new Caregivers-to-Be (C2B) programme seeks to build a caregiver culture to strengthen mental resilience in Singapore. The desire is to produce resilient and empathetic employees armed with the knowledge, skills, and attitudes to be first responder carers to their colleagues. We hope these employees will then volunteer as mental wellness advocates who can identify colleagues in need, support them, and point them to relevant mental health resources like CAL.

CAL will also be launching a new Respite and Resilience Training Programme that is primarily targeted at caregivers who are lonely and burning out because of their caregiving burdens. Through resilience training and the support of other caregivers, the programme will provide participants relief and respite, enabling them to recharge and sustain their caregiving journey.

As Caregivers Alliance Limited moves forward, our focus remains on our mission to ensure that caregivers receive the resources and support they need to provide the best possible care for their loved ones. We are grateful to everyone who has made our work possible and look forward to continued collaboration in the future.

Tim Lee



Who We Serve

As caregivers, we often face the challenge of trying to understand and support our loved ones who are struggling with mental health issues. It's not always easy to know what they're going through or know how to best help them.

We believe that sharing stories is the most powerful way to learn and connect. When we hear someone's personal story, we get a glimpse into their world and better understand their perspective. We empathise with their struggles, celebrate their victories, and learn from their experiences.

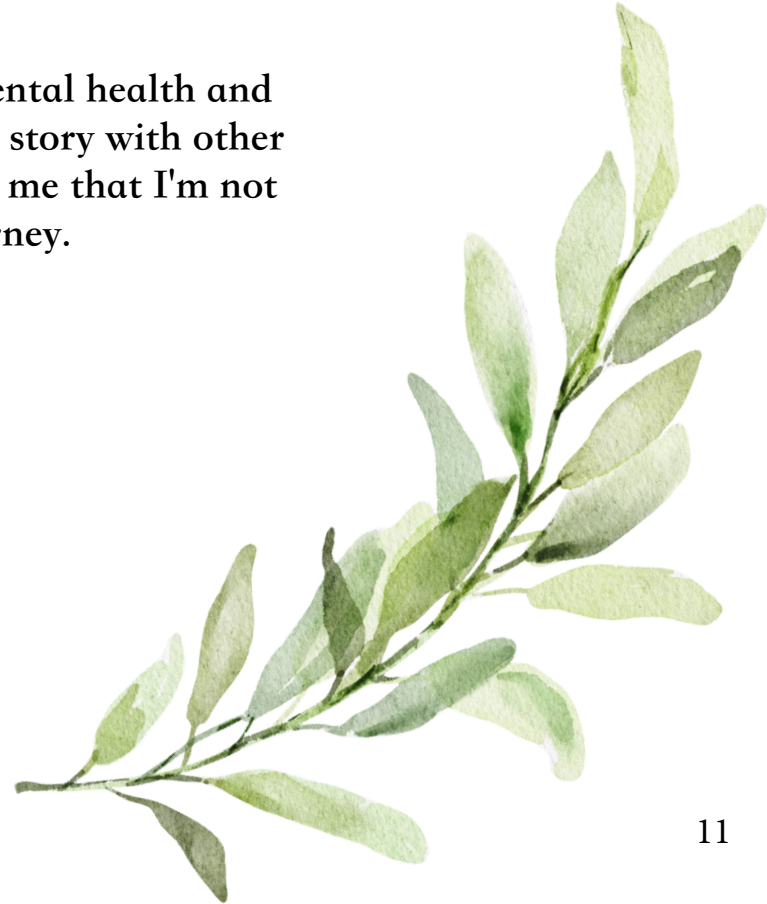
Here are some of the caregivers who have inspired us this year.



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I want to do my part to advocate for mental health and caregivers here in Singapore. Sharing my story with other caregivers is healing for me, and assures me that I'm not alone on this caregiving journey.

- ALVIN LIM, CAREGIVER



IMRAN WEE

C2C Dementia Graduate

Imran was serving a prison sentence when his mother began exhibiting early signs of dementia. She became temperamental and forgetful, and Imran worried about her. After he served his sentence and was released in 2019, he worked hard to get his life back on track, but his mother's advancing condition became a source of tension. Feeling helpless and simultaneously having to deal with a failed relationship, he fell into depression.

A turning point came when Imran remembered what he had learnt while in prison - that one should not struggle alone, and be open to receiving help. In 2022, someone told him about CAL's C2C Dementia programme and he signed up, not knowing what to expect. It was life-changing - in his 8-week journey with fellow caregivers, he felt heard and understood for the first time.

Imran is now a passionate caregiver advocate who finds fulfilment in serving others. He has been sharing his story through the media, as well as with caregivers and their loved ones at Club HEAL and Reforming Support Group (RSG). He also plans to become a volunteer trainer with CAL to share what he has learnt with other caregivers.

"Attending CAL's C2C felt like I was handed a big refreshing drink when I was really thirsty. For the first time, I felt like I was in the company of people who truly understood what I was going through."

COCOANNA CHRISTIAN

C2C PMHI and C2C Dementia Graduate

Beneath Coco's jovial demeanour is a tender, nurturing heart. When she was eight, her mother passed away, and Coco took on the responsibility of caring for her father who had health issues.

When Coco met her now-husband, he revealed that he had been diagnosed with schizophrenia. After they got married, she also helped to care for his father who has dementia, in spite of her own poor health.

To learn how to cope better with her caregiving duties, Coco signed up for CAL's C2C-PMHI and C2C-Dementia programmes. As the lessons were conducted online, she was able to attend from the comfort of her home while attending to the needs of her loved ones. She found great comfort in her interactions with the safe, supportive community that she found in the classes.

Coco does not see caregiving as a burden, finding joy and purpose in caring for others. She aspires to reach out to caregivers like herself and motivate them to seek the support they need. Within her community, she opens up to neighbours and friends about her loved ones' mental health issues - to foster understanding and with the hope of motivating them to assist those in need. This is the empowering impact that CAL aims to create for every caregiver.

"CAL is a place where caregivers can find respite and long-lasting friendships that will help carry us through our caregiving journeys. Remember, you are never alone."



LIM EE-HSIEN

C2C PMHI Graduate

Ee-Hsien, 20, is a secondary caregiver for his grandmother, who is diagnosed with generalised anxiety disorder (GAD) and depression. As his parents and siblings have to work and attend school, Ee-Hsien, whose curriculum can mostly be done from home, naturally assumed his role. The family learnt of CAL through a relative who attended the C2C PMHI programme, and felt it would be helpful for their situation. Having completed the C2C PMHI programme, Ee-Hsien has gained more understanding of mental health, as well as empathetic and appropriate responses to the one diagnosed.

“As a caregiver, it’s important to have support from your own community. Pursuing a healthy hobby to recharge helps a lot too, and keep holding onto hope.”



DENISE SOON

C2C Eating Disorder Graduate

Denise started her caregiving journey in 2021 under unlikely circumstances. A friend she met at the gym confided in her about her struggle with her body image and relationship with food. Discovering that her friend lacked support inspired Denise to care for her despite having little knowledge about eating disorders. She attended CAL’s C2C Eating Disorder Programme, where she was able to hear others recount their experience of recovering from eating disorders, and learn from other caregivers.

The programme included scenarios and role play sessions that taught her how to respond when a crisis occurs. She also learnt the importance of separating the mental health condition from the person, to see her friend as a whole person, and not defining her by the condition.

“Letting your loved ones take charge of their recovery journey is vital – I’ve learnt to be direct in asking what she needs instead of trying to guess. I’ve also assured her that I’ll be here for her through every step of her recovery journey.”





“

Our caregiving journey is a reminder for us not to be hard on ourselves, and a lot of times situations are not within our control.

- JANICE LOO, CAREGIVER

New in 2022



Launch of the E2E Team: Bringing Caregiving Support to the Community

The Engagement-to-Empowerment (E2E) Team was set up to support the work of the **WIN Caregivers Network**. Launched on 10 April 2022, the network is a joint initiative between CAL, the People's Association (PA) Women's Integration Network (WIN) Council and the National Council of Social Services. In an effort to build a fairer and more inclusive society, the team seeks to build community-based peer support networks to care for the well-being of caregivers.

Located at six grassroots sites around Singapore, mental health caregivers from the neighbourhoods are given the chance to connect with each other through Caregivers-for-Caregivers (C4C) Support Groups. Here, they gain access to resources and knowledge that help them to cope better. The E2E team and volunteer trainers facilitate these meetings alongside volunteers from the PA Women's Executive Committees (WEC) and the community. By proactively reaching out to caregivers, the network aims to provide them with a safe space to gain strength from each other and the reassurance that they are not alone.



81 attended C4C support groups through the Network
(Attendees of the C4C also include caregivers who may have attended C2C many years back. This indicates that many caregivers are still on the lookout for socio-emotional support.)



In May 2022, six constituencies joined the initiative as pilot sites.

"I was at a loss when my mother had depression as I didn't know how to manage her condition. Thankfully, I came to know about the C2C programme and after attending it, I was able to understand my mother's condition better and got to know other caregivers. We share experiences with one another and have become close friends. I hope to reach out to caregivers in my division and share with them the benefits of attending the C2C programme and joining the support networks".

- Karen Took, WEC Member and C2C-PMHI Graduate



Partnership with Scent by SIX: Launch of the CARE Range



We had a wonderful opportunity to partner with homegrown artisanal fragrance company Scent by SIX to develop a range of scents, made by caregivers, for caregivers. Scent can be powerful, and can bring about immense mental and emotional benefits. The “Care” range consists of three scents, scientifically proven to help relieve tension and stress - “Care to Focus”, “Care to Relax” and “Care to Sleep Better”.

In a series of workshops conducted by Scent by SIX founder Jason Lee, caregivers drew from their own emotional experiences to formulate the products. It was an honour to co-develop the CARE range, and we are incredibly proud of the final product.

The CARE range is available at all Scent by SIX outlets and on their website. Do contact us for a discussion if you are looking for a meaningful corporate gift.



14 July 2022: Launch of the CARE range at Scent By SIX, Vivo City outlet



Care to Focus



Care to Relax



Co-creation of the scents



Care to Sleep Better

"It was exciting for me to be able to be part of the creation process, and to learn that something as simple as a scent can have such a positive impact on my mental health."

- Vanessa Soon, Caregiver



We want to support CAL by shining the spotlight on caregivers. Caring for a loved one or a friend with a mental health issue demands a lot from the caregiver. CAL provides support and resources to help caregivers cope with their situation and to prevent burnout, which may otherwise lead to mental health issues if left unaddressed.

- Jason Lee, Founder, Scent By SIX



Launch of C2C Dementia (Chinese)

CAL's objective is to facilitate the caregiving journey for all caregivers, and we continuously refine our programs to achieve this goal. In March 2022, we introduced the C2C-Dementia classes in Chinese to cater to the needs of Chinese-speaking caregivers.

In FY 2022, 282 caregivers completed the program across 12 classes. Participants expressed their appreciation for the training's high value, including the opportunity to connect with other caregivers in a language familiar to them and gain more comprehensive insights into how they can enhance the care for their loved ones.

以前自己也不敢出门，因为如果自己出门会觉得内疚，把妈妈一个人留在家给工人照顾。现在理解到了让自己有空空间，也会与朋友碰面出去了。

"In the past, I would feel guilty for spending time out of the house while leaving my helper to care for my mother. But now I understand the need for maintaining my personal space, so I have started to hang out with my friends again."

- Ivan Chua, C2C Dementia graduate.

Renewal of Partnership with the Executive Counselling and Training Academy (ECTA)

Since 2021, the Executive Counselling and Training Academy (ECTA) has been collaborating with CAL to offer complimentary counselling services to caregivers. The sessions are conducted by current students and graduates of ECTA's Masters in Social Service programme as part of their practicum, and have been received with positive feedback. We are delighted to announce that CAL has renewed our partnership with ECTA for 2022, and we will continue working together to support the mental health needs of our caregivers.

"I have gained much professionally and personally. Thank you for including volunteers in your organisation's skills capability building plans."

- Loretta Song, Volunteer Trainer



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These classes have helped me forge lasting friendships with individuals who walk alongside me, offering invaluable support as we navigate our caregiving journeys together.

- LINDA ANNE THONG, CAREGIVER



Caregiver

Demographics

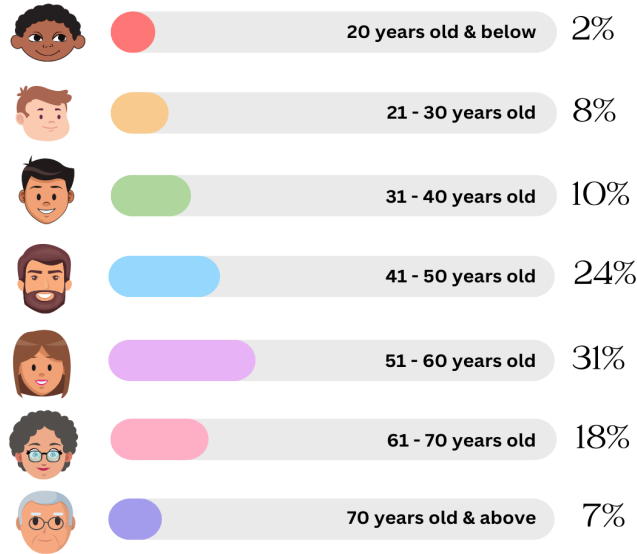
A caregiver can be any person who is looking after persons with mental health conditions or dementia. You might not necessarily be biologically related, or living in the same household. Family members, friends, even classmates and colleagues. If you take care of the wellbeing, emotional, physical and/or financial needs, **you are a caregiver.**

Since 2012, CAL has been collecting data on the demographics of caregivers who have benefitted from CAL's various training programmes. As of 2022, we have gathered data from **over 19,618 caregivers.**

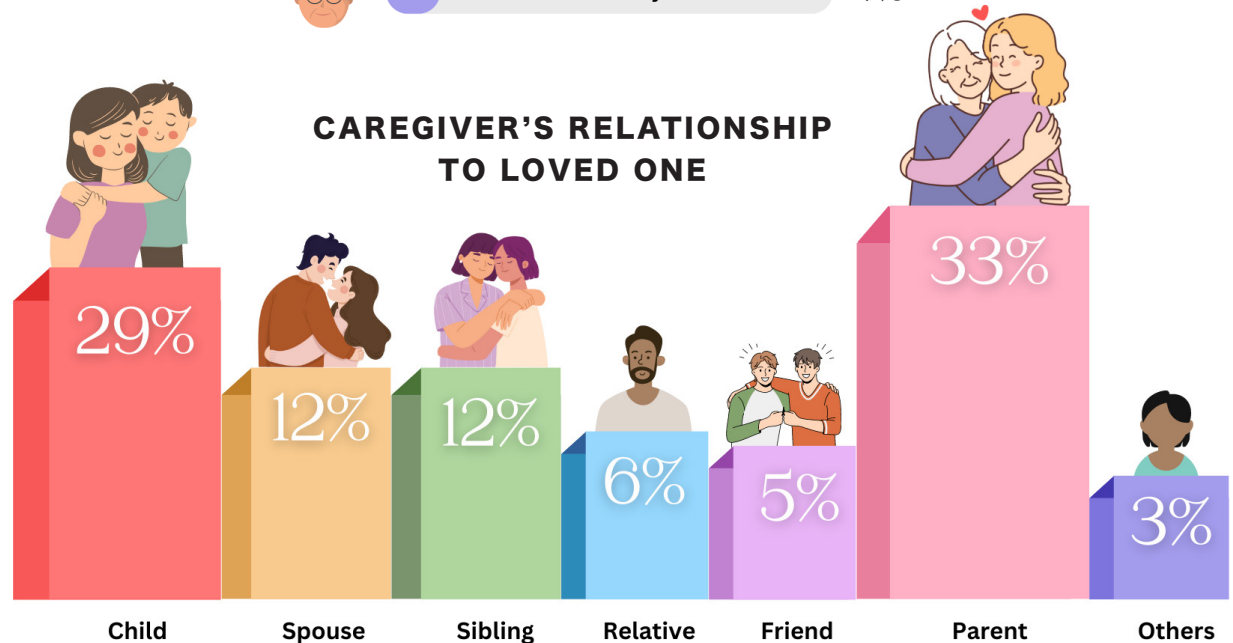
** Figures are based on data collected*



CAREGIVER'S AGE



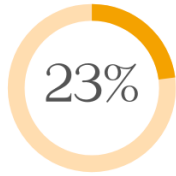
CAREGIVER'S RELATIONSHIP TO LOVED ONE



LOVED ONE'S DIAGNOSIS



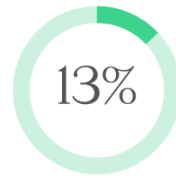
Depression



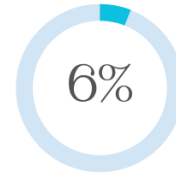
Dementia



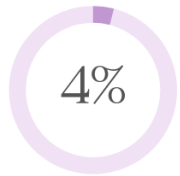
Schizophrenia



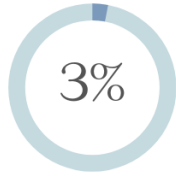
Anxiety Disorder



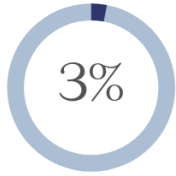
Bipolar Disorder



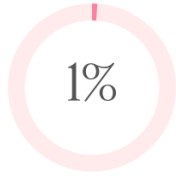
Autism



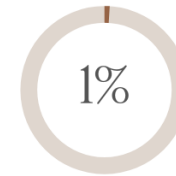
Obsessive Compulsive Disorder (OCD)



Intellectual Disability



Borderline Personality Disorder (BPD)



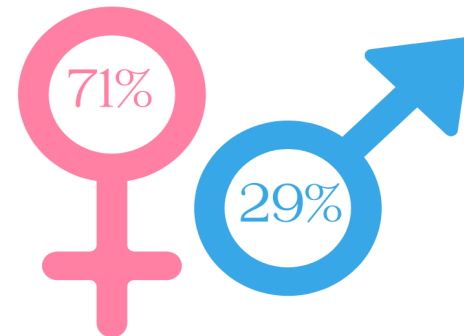
Attention Deficit Hyperactivity Disorder (ADHD)



Since 2020, depression has been the the most common condition that caregivers attending our classes are facing. The trend has remained consistent in 2021 and 2022, with **major depressive disorder (26%)** being the most prevalent diagnosis, followed by **dementia (23%)**, and **schizophrenia (20%)**.

**The above data are taken from CAL's service logs and exclude participants who did not provide data*

CAREGIVER'S GENDER



Females

Males



What We Do

As Singapore adapts to life after the pandemic, CAL has resumed its outreach efforts to the community through valuable partnerships with other organisations, as well as through conducting workshops and talks.

Our mission is not only to reach out to all mental health caregivers in Singapore and empower them through education and support, but also to reduce stigma and improve overall mental health literacy in the wider community.

We are constantly exploring new and creative ways to spread awareness and collaborate closely with partners from hospitals, businesses, faith-based groups, and schools to achieve our goals.

OUTREACH PARTNERS BREAKDOWN (NEW IN 2022)

COMMUNITY

- @27 Family Service Centre
- Anglican Care Centre (Bukit Batok)
- Asian Women's Welfare Association (AWWA)
- Ayer Rajah – Gek Poh Women's Executive Committee
- Ayurveda Association of Singapore
- Braddell Heights Community Club
- Braddell Heights Neighbourhood Committee
- Bukit Gombak Community Centre
- Care Corner Singapore
- City Mental Health Alliance
- Clementi Community Centre
- Community collaboration between CAL, Beo Crescent estate, and Population Health & Integrated Care Office, Singapore General Hospital
- Fengshan Community Centre
- FriendZone
- Henderson Community Club
- Henderson-Dawson Community Centre
- Hong Kah North Community Club
- Hush TeaBar
- I'm Friendly Co
- Iyad Perdaus
- Juying Secondary School
- Kaplan Singapore
- Lions Befrienders
- Management Development Institute of Singapore
- Nee Soon East Community Club
- Nee Soon South Community Club
- New Hope Community Services
- Pasir Ris Elias Community Club Women's Executive Committee
- Perdaus
- Population Health & Integrated Care Office, Singapore General Hospital
- Punggol 21 Community Club
- Radin Mas Community Club
- Riversound RN
- School of Ability and Recovery (SOAR)
- Shell Singapore
- SHINE Children and Youth Services
- Singapore National Stroke Association
- Society for the Promotion of Attention-Deficit Hyperactivity Disorder Research & Knowledge (SPARK)
- Stroke Support Station
- Tampines Central Community Club
- The Turning Point
- Voices of Singapore
- WeCare@MarineParade
- WIN Caregivers Network [Collaboration between People's Association Women's Integration Network (WIN) Council and Women's Executive Committees (WECS), with CAL and NCSS]
- Yio Chu Kang Secondary School



FAITH-BASED

- Adam Road Presbyterian Church
- Assyakirin Mosque
- Jurong Church of Christ



CORPORATE

- Accenture Singapore
- Annabelle Psychology
- BarknBake.co
- Capitaland
- Dream Forest Stories
- Economic Development Board
- Fenargo Singapore
- Friends for Aviation (FFA)
- Gartner
- Health Promotion Board
- Jacobs Douwe Egberts
- Louis Dreyfus Company
- LYC Associates
- Milieu Insight
- Ministry of Education
- National Library Board
- Nomura Bank
- Red Crowns Senior Living
- Scent by SIX
- Singapore International Chamber of Commerce
- Singapore Sports Hub
- The UPS Foundation

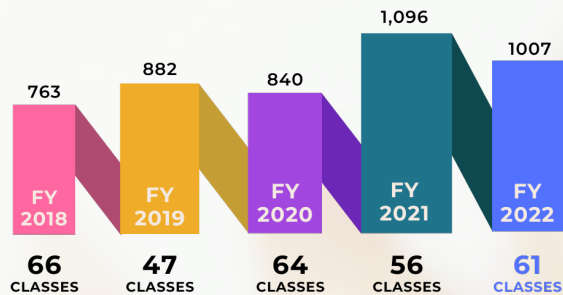


CAREGIVERS-TO-CAREGIVERS TRAINING PROGRAMMES (C2C)

C2C-PMHI Programme

The 12-week C2C programme for caregivers of Persons with Mental Health Issues (C2C-PMHI) is CAL's signature training programme. It aims to provide caregivers with an in-depth understanding of mental health conditions, and to care for their loved one better through learning about self-care, communication, resilience-building, advocacy and access to community resources.

CAL offered 61 C2C-PMHI classes in FY 2022, an increase from the average of 57 classes per year since 2018. It indicates a growing demand for education on caregiving and mental health, as well as CAL's ability to adapt in meeting community needs. Although there was a slight decrease in participants in FY 2022, the smaller class sizes allowed for more personalised attention and support for each participant.

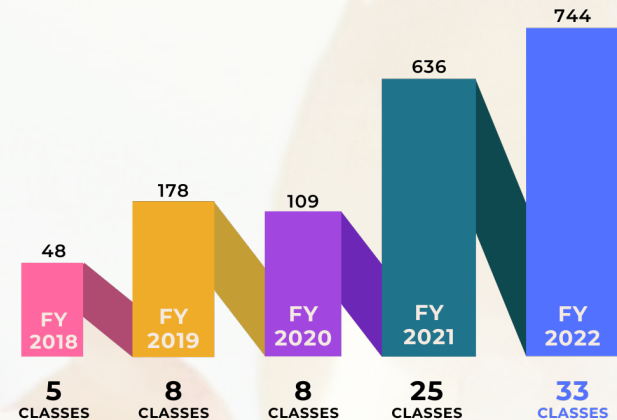


C2C-PMHI PARTICIPANTS THROUGH THE YEARS

*FY refers to the reporting period from April of the current year to March of the subsequent year. For example, FY2022 refers to April 2022 to March 2023.

C2C-Dementia Programme

We have witnessed a steady increase in demand for our 8-week Caregivers-to-Caregivers Dementia Programme (C2C-Dementia), with 654 participants in FY 2022 and an increase in the number of classes offered - from 25 in FY 2021 to 29 in FY 2022. With Singapore's ageing population and the corresponding rise in dementia cases, more families are requiring support. The C2C-Dementia programme provides a supportive environment for caregivers to learn from each other's experiences, and gain valuable knowledge and skills to better cope with the condition.



C2C-DEMANTIA PARTICIPANTS THROUGH THE YEARS

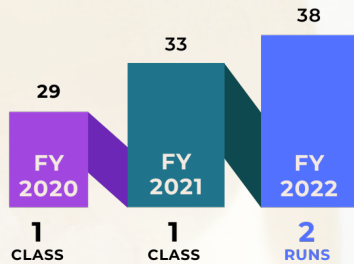
"Persons with dementia may get stressed and experience anxiety. Through C2C Dementia, I learnt about the importance of physical touch and being empathetic to them. Now when I take photos with my mother-in-law, I will hold her hand, and she would smile brightly at me."

– Tan King Siang, Caregiver

C2C-Eating Disorder Programme

The Caregivers-to-Caregivers Eating Disorder Programme (C2C-ED) is a 12-week programme based on CAL's signature C2C-PMHI curriculum with a focus on eating disorders, including anorexia, bulimia nervosa, and binge eating. Caregivers are mainly recruited through referrals from CAL's partner and collaborating hospital, KK Women's & Children's Hospital Eating Disorder unit.

The programme has received positive feedback, with 76 caregivers graduating from the four runs completed. Through insights from persons-in-recovery and fellow caregivers, the C2C-Eating Disorder Programme empowers caregivers with both informational and emotional support.



C2C-EATING DISORDER PARTICIPANTS THROUGH THE YEARS

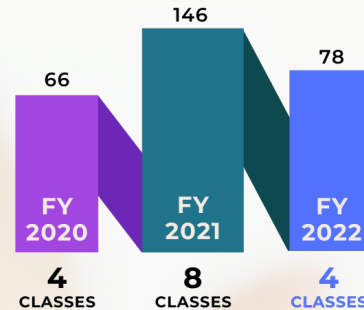
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C2C-Young Caregivers Programme

Recognising that many young people turn to their peers while experiencing a mental health issue, the 8-week Caregivers-to-Caregivers Young Caregivers Programme (C2C-YCG) is offered to those aged between 15 and 35. The programme caters to those caring for family members, relatives, or friends with mental health concerns.

CAL collaborates with youth organisations, schools and institutes of higher learning (IHL) to roll out the programme. Our key partners are Singapore University of Social Sciences and Singapore Institute of Management, which actively encourage mental health literacy among their students.

We are grateful to Capital Group for funding the programme in FY2022.

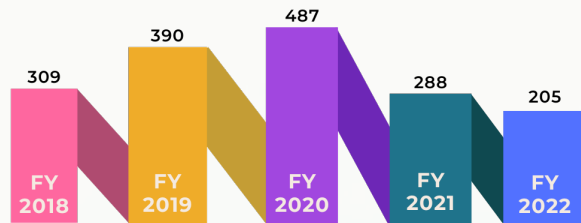


C2C-YOUNG CAREGIVERS PARTICIPANTS THROUGH THE YEARS

*C2C (ED) & C2C (YCG) are new programmes launched with pilot runs in 2020

Individual Training and Support (ITS)

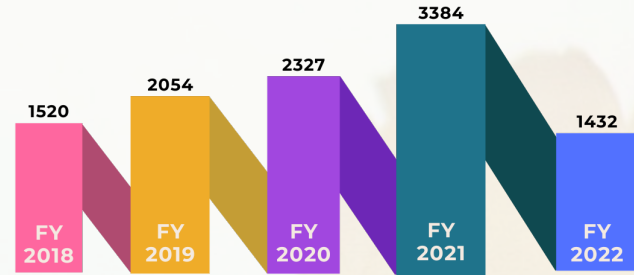
Caregivers often face tremendous stress in having to provide for the practical needs of their loved ones. As a result, they may be on the verge of burnout and may not have the capacity to attend CAL's Caregivers-to-Caregivers (C2C) Programmes. The Individual Training and Support (ITS) Programme provides emotional support, psychoeducation, and referrals for the convenience of those who are not able to leave their loved ones for long periods. Sessions may be through face-to-face meetings at a location convenient to caregivers, or through other means such as video calls, phone calls, messaging, or email.



NO. OF PERSONS WHO RECEIVED INDIVIDUAL TRAINING & SUPPORT (ITS)

One-Session Workshops & Modular Training Courses

As part of our outreach efforts, CAL regularly conducts talks and workshops to educate and inform the general public and community about mental health and caregiving. CAL also delivers customised in-depth workshops related to mental health and caregiving to meet the needs of our corporate, community, faith-based and IHL partners.

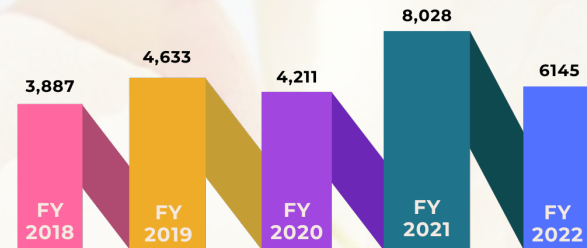


NO. OF PERSONS WHO ATTENDED WORKSHOPS (MODULAR & 1-SESSION)

Outreach through the years

Across the post-pandemic landscape, CAL has increased efforts in our community outreach initiatives. Within our own neighbourhood, there might be someone we know who is a caregiver. The growing awareness of mental health issues meant that more individuals and caregivers are taking the step forward to seek help. It is therefore crucial that more can be equipped with resources and support networks to care for their loved one.

Hence, we have been working closely with both existing and new community partners to extend a hand to caregivers, right at their doorstep. We also continue to engage hospitals, corporations, faith-based organisations, and institutions of higher learning (IHLs), as part of our commitment to support every caregiver.



OUTREACH THROUGH THE YEARS

Caregivers-for-Caregivers (C4C) Support Programme

After completing the 12-week Caregivers-to-Caregivers (C2C) Programme, caregivers often wonder “what’s next”? Many of them value the connections and support they receive during the programmes and hope to continue maintaining a network of support.

To address this need, the C4C Support Programme provides a structured monthly support group that lasts for 12 months, allowing caregivers to continue their journey together and explore topics that were not covered in the C2C Programme. In the first five sessions, a CAL staff member facilitates discussions on common caregiver topics. Thereafter, caregivers are empowered to lead the discussions, choosing topics that align with their interests.

Between April 2022 and March 2023, CAL piloted one C4C programme specifically for parent-caregivers of children with mental health issues.

Caregivers-to-Be (C2B)

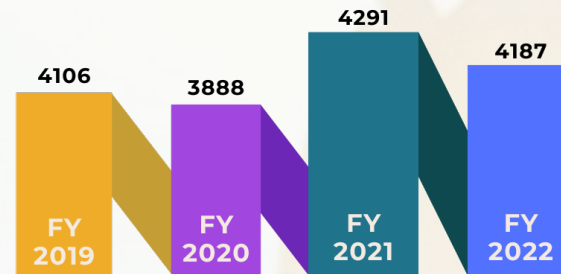
CAL is launching a new programme in 2023, called Caregivers To Be (C2B). This 4-week programme is designed to enhance mental resilience in the workplace, with the goal of promoting a mentally healthy workforce.

By equipping individuals with knowledge, skills, and effective attitudes towards mental health, including how to identify and respond to a mental health crisis, the programme aims to have a positive impact on the community through improved support networks among work peer groups.

NEW

Community Resource, Engagement & Support Team (CREST)

AIC has supported CAL with funding support for three Community Resource Engagement and Resource (CREST) teams that facilitate our efforts in outreach and referrals. This has enabled CAL to raise greater awareness about mental illness to corporates, faith-based groups and the community, provide links to support services and empower caregivers to support other caregivers. The outreach numbers achieved as a result are shown in the chart below.



**CAREGIVER OUTREACH
(UNDER AIC FUNDING ONLY)**

Key Events

Caring for a loved one with mental health issue is a challenging journey with a lot of ups and downs. CAL aims to help caregivers achieve a high level of well-being and resilience through our engagement to empowerment (E2E) strategy.

Through activities and events, CAL seeks to engage, equip and empower caregivers, encouraging them to practice self-care and connect with fellow caregivers.



1 - 30 November 2022

National Caregiver Month Campaign - “Uncovering & Empowering Hidden Heroes”

To commemorate National Caregiver Month, CAL rallied 11 partner organisations for the “Uncovering & Empowering Hidden Heroes” campaign.

“Hidden Heroes” refers to the mental health caregivers among us whose efforts often go unacknowledged. It is often a role thrust upon them which they may not have been equipped for. Without a robust support system, they can experience feelings of helplessness and burnout.

The campaign sought to seek out these caregivers and point them to available resources. It also aimed to challenge the caregiver stereotype (middle-aged, female) by inviting male caregivers and young caregivers to share their stories. Secondary and ad hoc caregivers were also highlighted.

A train featuring the campaign visuals ran along the North East Line throughout the month. We were deeply honoured to have President Halimah Yacob mark the launch by meeting a train-full of caregivers, listening to their stories and providing reassurance.

CAL would like to thank the caregivers who generously shared their heart-felt stories to show other caregivers that they are not alone, and the partners who came on board for this memorable journey.



President Halimah Yacob & caregivers



President Halimah Yacob & representatives of the 12 partner organisations

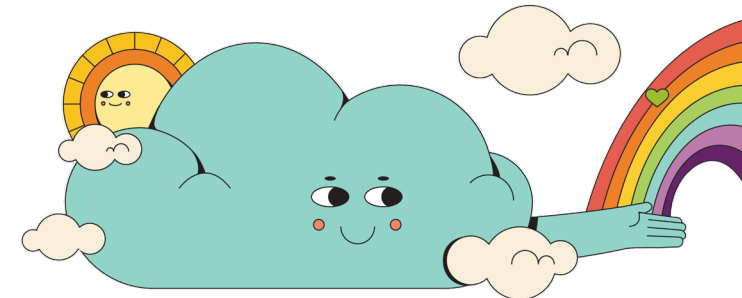
Our Campaign Partners



Supporting Organisations



*From a study conducted in July 2022 for CAL by Milieu Insight





President Halimah Yacob & caregivers



Some of the visuals that greeted passengers on the NEL train



Some of the visuals that greeted passengers on the NEL train

*"There are many caregivers in our midst who don't see themselves as being caregivers, and this prevents them from seeking help and support. By presenting relatable stories and posing the question, **"Are You A Caregiver?"**, we hope people will start thinking about how they may be caring for someone in their family, social or work circle who has a mental health concern or dementia, and drive them to seek resources that can help ease their journey."*

- Tim Lee, CEO

According to a study conducted by Milieu Insight in partnership with CAL, more than **1 in every 4 people** in Singapore are caregivers to persons with mental health conditions.



According to a post campaign survey conducted by Milieu Insight in partnership with CAL, below are the **actions taken** when asked *"After seeing the advertisements, which of the following actions, if any, did you take?"*



40% searched for **info about CAL**



39% searched for **info about mental health**



29% searched for **info about being a caregiver** to someone with mental health issues



27% asked someone they know about their **mental health**



23% asked someone about their **experience as a caregiver** to someone with mental health issues



3% took **other actions** not listed here

Uncovering & Empowering Hidden Heroes



21 July 2022

President Halimah Yacob visits CAL

It was a special day for us to have had the honour of receiving President Halimah Yacob at our office when she announced the theme for President's Challenge 2023 - "Caring for Caregivers" in July.

During the visit, Mdm President heard the experiences of our caregivers as they shared their struggles and triumphs. She also learnt how our Caregivers-to-Caregivers (C2C) programmes had equipped them with knowledge to care better for their loved ones, and find a supportive community among fellow caregivers.



"Caregiving is an important node in the social support ecosystem. Often, we focus on the beneficiaries, but caregivers themselves also need support and help to care for their loved ones."

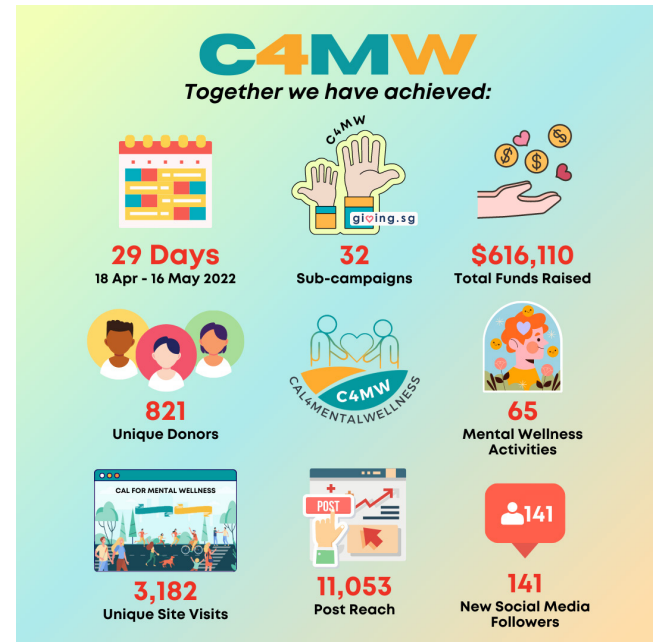
- President Halimah Yacob

18 April – 16 May 2022

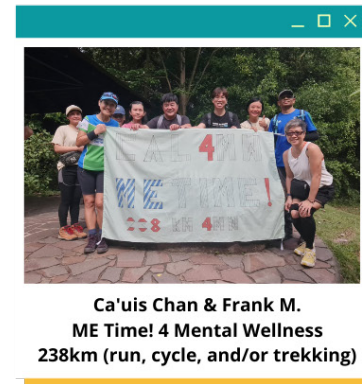
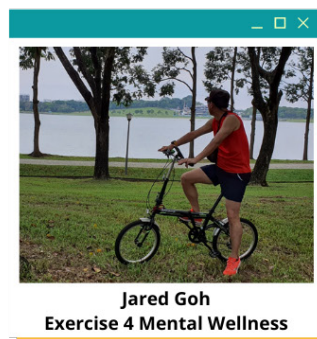
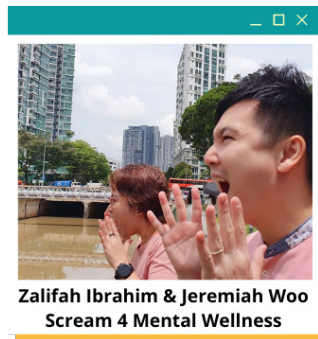
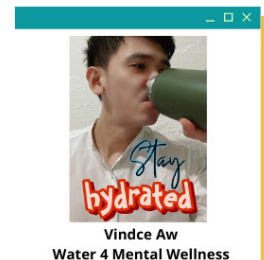
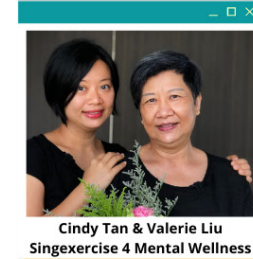
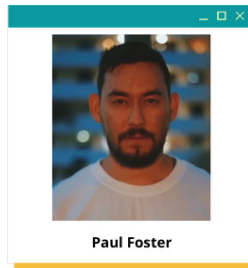
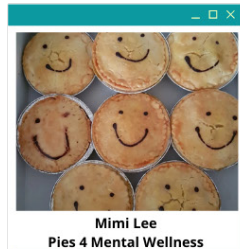
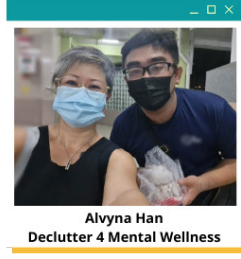
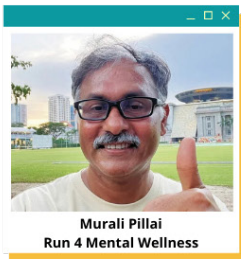
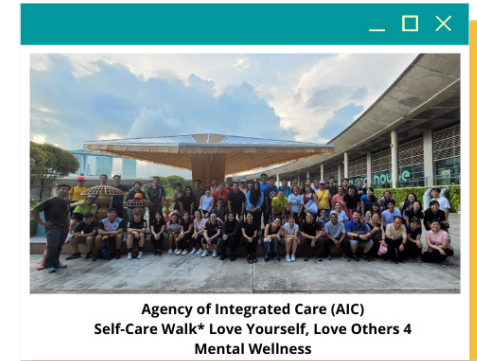
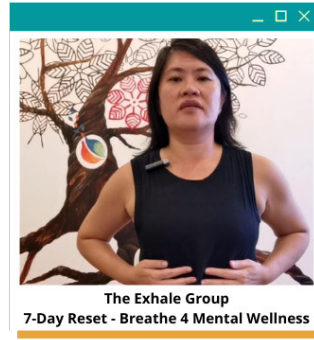
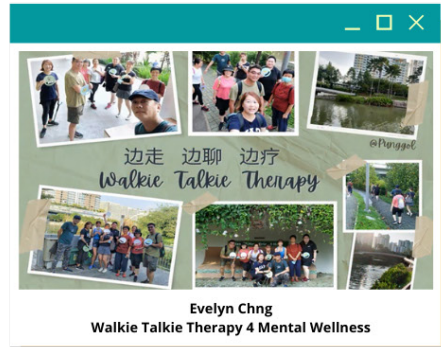
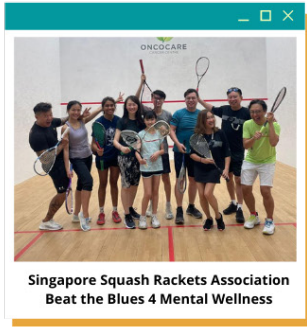
CAL 4 Mental Wellness 2022

Our annual fundraising campaign CAL 4 Mental Wellness (C4MW) kicked off in April, inviting members of the public to support caregivers by starting a sub-campaign doing anything that benefits mental health. Over 30 creative sub-campaigns ran through the month, rallying their network and community through a range of interesting activities.

The campaign raised over \$600,000 for CAL, with 821 unique donors joining our mission to continue training and supporting caregivers. It was also a great time of respite and fellowship for our caregivers and staff.



Some of the Mental Wellness Champions who supported C4MW2022



C4MW participants having fun and boosting their mental wellness



Jalan Jalan 4
Mental Wellness

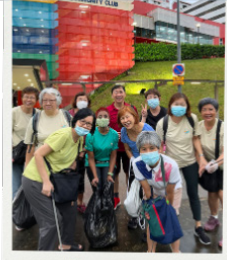


Paws 4 Mental Wellness





Bloom 4 Mental Wellness



Plawk 4 Mental Wellness



Boardwalk 4 Mental Wellness





27 - 28 August 2022

Let's Take A Walk 2022

CAL is grateful to Raleigh Singapore for appointing us as the beneficiary for Let's Take A Walk (LTAW) 2022. LTAW is a round-island endurance walking event by the outdoor experience non-profit, and the 2022 edition was held in support of caregivers.

The physical event took place across the weekend of 27th and 28th August, but participants could also choose to clock their steps virtually from 2 weeks prior. To express our thanks and support, Team CAL took part in the 100KM physical event as a nine-team relay. Former and existing staff, volunteers and caregivers made their advance towards the finish line, trudging through a downpour and greeted by curious wildlife along the way.

Aptly themed "Caring To Go The Distance", LTAW 2022 saw more than 1,000 journeying along with Team CAL with (\$\$\$) raised. The journey of someone caring for a person with mental health issues is also an endurance walk. We would like to thank all who had shown your encouragement for them with us!

Final Fundraising Amount:
\$218,318.98



Donation Amount:
\$155,942.13



Tote Board Matching:
\$62,376.85

"Seeing my mother care for my grandmother after her fall and listening to friends who are caring for loved ones with mental illness and elderly parents inspired me to lead with my co-chairman Diana Ng to organise LTAW 2022. We hope to raise awareness on the importance of mental well-being and to show all caregivers that there are people in society who care.."

- Pinky Leong, LTAW 2022 Co-Chairman

PARTNERSHIPS

5 January 2022

Partnership with WeCare@MarineParade: Launch of Caregivers Support Network

CAL entered a partnership with Marine Parade GRC to bring our programmes to caregivers within the community. This will be under their Caregivers Support Network, which was launched by the GRC's community enabling arm, WeCare@Marine Parade.

At the launch of the Network, panellists, including Dr Tan See Leng, Member of Parliament for Marine Parade GRC and Patron of WeCare@MarineParade, discussed the future of caregiving in Marine Parade. One of the initiatives caregivers can benefit from is the Caregiver Relief Fund.



An initiative by WeCare@MarineParade

January/February 2022

Partnership with Singapore General Hospital (SGH): Referrals to C2C-ED Programme

Furthering partnership efforts with SGH, caregivers of persons with eating disorders will be referred to CAL's C2C-Eating Disorder Programme. Over 70 community nurses from SGH PHICO Division have been introduced to CAL's programmes and services, and CAL has worked with several partners from SGH to discuss referral channels for caregivers in distress.



13 February 2022

Partnership with IMH: “Caregiving with Confidence” Panel Discussion

Supported by the Institute of Mental Health, “Prepare to Care” was a campaign led by final-year students from the Wee Kim Wee School of Communications and Information. It aimed to equip caregivers of youths with mental health issues and encourage help-seeking behaviour. A virtual panel discussion titled “Caregiving with Confidence” was held for all to join in the conversation, and 150 caregivers attended the event.

CAL CEO Tim Lee and volunteer trainers Cheryl Fong and Prashant Pundrik were invited to share their stories and perspectives at the panel. Dr Ong Say How, Senior Consultant and Chief of Department of Developmental Psychiatry at IMH, and Kevin Wee from Rebound with Resilience offered their opinion as well. Together they touched on topics such as emotional self-regulation, recognising signs of caregiver burnout, and finding the silver linings in caregiving situations.



13 August 2022

Partnership with Bukit Batok Green Ribbon Task Force: Panel Discussion on Mental Wellness of Caregivers

Congratulations! For the first time, C2C PMHI and C2C Dementia graduates came together to celebrate their graduation. Held at Bukit Batok Community Club, the joyful occasion was graced by Guest-of-Honour MP Mr Murali Pillai, along with CAL CEO Tim Lee and members of Bukit Batok Green Ribbon Task Force (GRTF). Graduates were invited to share their reflections and many agreed that it was the supportive community they had found that gave them the most strength and comfort.

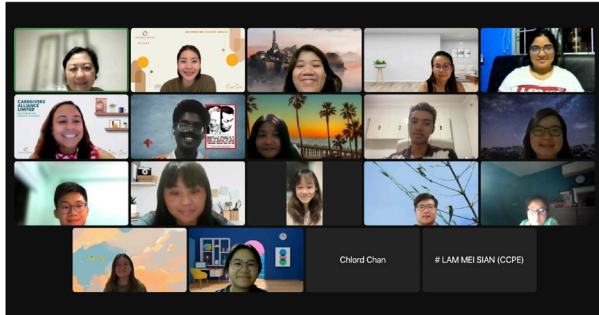
Since 2016, the GRTF has been CAL's key community partner, and with their active support, 11 C2C-PMHI and C2C-Dementia classes in English and Mandarin had been conducted in Bukit Batok. CAL was also one of ten community organisations to be featured in the GRTF's “Mental Health Postcard 2021” initiative, which aims to increase awareness and mental health literacy among Bukit Batok residents.



30 August 2022

Partnership with Singapore University of Social Sciences: Body Image Workshop

With the growing influence of social media in the lives of youth today, body image has become a topic of concern. To raise awareness and spark positive discussion, CAL's Children and Youth Team designed a workshop for students from the Singapore University of Social Sciences (SUSS), highlighting the link between body image, eating disorders and mental health issues. Participants were also encouraged to reflect on their personal experiences and provided with resources to seek help. The workshop was well-received with active engagement from the students.



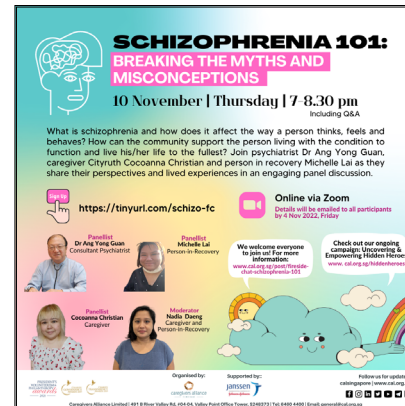
CAREGIVER ENGAGEMENT

10 November 2022

[Fireside Chat] Schizophrenia 101: Breaking the Myths and Misconceptions

One of CAL's caregiver education and engagement activities is the Fireside Chat series, where invited guests are invited to join in a virtual conversation with our caregivers. It was recently refreshed to include explorations of various mental health issues.

For the month of November, CAL organised a Fireside Chat on schizophrenia. 294 enthusiastic participants comprising caregivers and members of the public took the opportunity to learn and share. Renowned psychiatrist Dr Ang Yong Guan was invited to present an overview of the condition, including symptoms and available treatments. Cityruth Cocoanna Christian, who cares for her husband with schizophrenia, and Michelle Lai, a person-in-recovery, joined Dr Ang on the panel to provide their lived experiences.



Not only did I benefit from Dr Ang's professional expertise, I also gained insight on the struggles of a caregiver and heard from a client's lived experience. Early intervention and treatment can bring hope to both caregivers and their loved ones.

- Lena Koh, Participant

20 November 2022

BIG GIRLS DON'T CRY – The Internationally Acclaimed Tribute to Frankie Valli & The Four Seasons Concert

Our caregivers and staff enjoyed a wonderful night of song and dance from performers from London's West End, The East Coast Boys. In a tribute to Frankie Valli and The Four Seasons, they delivered classic hits such as the titular "Big Girls Don't Cry" and "Can't Take My Eyes Off You". Ms Yeo Wan Ling, Guest-of-Honour and MP of Punggol Shore Constituency, encouraged caregivers to take time for self-care, and we thank One Farrer Hotel for treating our caregiver community to a delightful evening of respite and relaxation through their generous sponsorship. Ang on the panel to provide their lived experiences.



29 & 30 October 2022

iFly Singapore 10th Anniversary CSR Celebration – Indoor Skydiving for CAL Caregivers and Staff

Caregivers and CAL staff were invited to experience what it feels like to "fly" at iFly Singapore's 10th anniversary. As part of their Corporate Social Responsibility programme, they partnered with CAL to provide a thrilling skydiving experience in a controlled and safe environment.

Besides learning the basics of skydiving, the camaraderie in sharing the experience - a first for many - made it all the more meaningful. Each flyer was cheered on by their team as they stepped into the tunnel, and everyone walked away with a precious photo memory of their flight.





Caregiver Engagement & Fundraising Initiative by Margaret Ong and Word Image, Author of “One Husband Two Men”



- 1 Dec 2021 – The Need For Two Separate Identities: Illness & Loved One
- 5 Jan – The Shift in Mindset Towards Caregiving
- 16 Feb – Destigmatisation Starts At Home
- 2 Mar – 照顾者的奋斗与胜利 (Struggles and Triumphs of a Caregiver)
- 6 Apr – Journey Together for An Inclusive Society | 携手同行 共创一个包容的社会

Margaret Ong, the author of “One Husband Two Men” and CAL volunteer trainer picked up where she left off in 2021, with a series of panel discussions on mental health and caregiving. Across several sessions, participants had a glimpse into her two-decade journey of caring for her husband with schizophrenia, and the valuable lessons she had learnt.

Joining her on the panel were guests who offered their own insights and experiences. Book publishers Fong Hoe Fang and his wife Wai Han shared touching stories of how they coped using love and humour as Wai Han recovered from bipolar disorder. Margaret’s sons Jeroemy and Ryan spoke about their struggle in understanding their father’s condition, and how they eventually came to a place of acceptance and support. Consultant psychiatrist Dr Ang Yong Guan shared his advice on how medical professionals and caregivers can work hand-in-hand to help the person-in-recovery, as well as how important it is for us to become a more understanding and inclusive society.



“

By sharing my caregiving journey, I learnt to let go of my guilt and grief. Most importantly, fellow caregivers and I are able to learn from each other's experiences.

- NG SIEW HOON, CAREGIVER

A cluster of pink and yellow roses is shown in the lower-left corner of the page, set against a clear blue sky. The roses are in various stages of bloom, with some fully open and others as buds. The lighting is bright, suggesting a sunny day.

CAL in the Spotlight

2022 was an eventful year for CAL. We had the honour of having President Halimah Jacob grace our office for the announcement of President's Challenge 2023, which aims to highlight and support the needs of caregivers. Towards the end of the year, the launch of our "Uncovering & Empowering Hidden Heroes" campaign brought caregivers to the forefront, and various partner services in the mental health and caregiving space joined us on the ride as well.

Our caregivers and staff also shared their journeys to empowerment, and CAL was frequently mentioned as a resource for caregivers seeking help. These opportunities were incredibly encouraging both for us and those we serve, and they reinforced our commitment to continue equipping and advocating for our caregivers.

HIGHLIGHTS

President's Visit to CAL

President's Challenge 2023 to focus on caregivers
21 Jul 2022 | [The Straits Times](#)

“总统挑战” 明年聚焦关怀看护者
President's Challenge 2023 to focus on caregivers
21 Jul 2022 | [Lianhe Zaobao](#)

President's Challenge 2023: More support to be given to help caregivers manage fatigue and stress
21 Jul 2022 | [CNA](#)

Sokongan bagi penjaga tumpuan Cabaran Presiden 2023
Support for caregivers is the focus for President's Challenge
21 Jul 2022 | [Berita Harian](#)

哈莉玛总统宣布明年总统挑战主题着重关注看护者
21 Jul 2022 | [Mediacorp Channel 8](#)

“Uncovering & Empowering Hidden Heroes” Campaign

Special MRT train to spread awareness on mental health, caregiving
1 Nov 2022 | [CNA](#)

为了打破社会对心理健康病患看护者的偏见 照顾者联盟与合作伙伴发起公共宣传活动
Caregivers Alliance Limited rallies partner organisations to challenge stereotypes of mental health caregiving through public awareness campaign
1 Nov 2022 | [Capital 95.8FM](#)

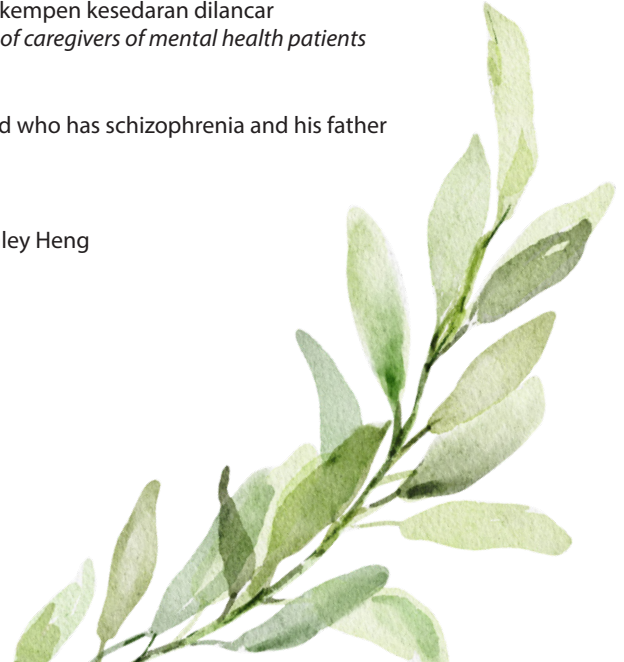
本地特别地铁车厢 推广对心理疾病看护者意识
Special train in Singapore aims to raise awareness on mental health caregiving
1 Nov 2022 | [8 World News](#)

看护者也需要被照顾
Caregivers need to be cared for as well
1 Nov 2022 | [Shin Min Daily News](#)

Ringankan bahu penjaga pesakit mental, kempen kesedaran dilancar
Campaign launched to lighten the burdens of caregivers of mental health patients
2 Nov 2022 | [Berita Harian](#)

She has heart failure but cares for husband who has schizophrenia and his father who has dementia
6 Nov 2022 | [The Straits Times](#)

Money Mind with Andrea Leong and Stanley Heng
14 Nov 2022 | [CNA 938](#)



FUNDRAISING

CAL 4 Mental Wellness (C4MW) 2022

CNA 938 - CAL 4 Mental Wellness Campaign Launch Radio Interview
30 Mar 2022 | CNA 938

CNA 938 – Pies4MentalWellness Campaign for Caregivers Alliance Limited
11 Jun 2022 | CNA 938

Let's Take A Walk (LTAW) 2022

《早班 GAO GAO》: Let's Take A Walk 2022 Campaign Launch Interview
27 Jul 2022 | UFM 100.3

More than 1,000 people walk up to 100km to raise funds for caregivers of mental health patients
27 Aug 2022 | The Straits Times

千人义走为心里病患看护者筹款
More than 1,000 people walked to raise funds for caregivers of mental health patients
27 Aug 2022 | Lianhe Zaobao

Glenn van Zutphen on Saturday Mornings with Neil Humphreys: Let's Take A Walk 2022 Event Highlights Interview
3 Sept 2022 | Money 89.3 FM

PROGRAMME FEATURES

C2C Dementia

More caregivers of people with dementia sign up for training
28 Nov 2022 | The Straits Times

PARTNERSHIPS

Engagement to Empowerment (E2E)

White Paper on Singapore Women's Development: Low Yen Ling on uplifting, protecting and reflecting interests of women
5 Apr 2022 | CNA

New support network for caregivers of people with mental health issues
10 Apr 2022 | The Straits Times

KKH

New programme supports parents caring for children with eating disorders as number of cases rises
30 Jul 2022 | The Straits Times

Scent by SIX

本地香氛品牌邀看护者选香氛
New scents by local fragrance brand crafted with caregivers
9 Sept 2022 | Lianhe Zaobao

IMH/NUH - "Prepare to Care" awareness campaign

Social campaign helps caregivers of youths to care for own mental health
7 Feb 2022 | The Business Times

Are You a Caregiver for Your Child? – Please Read This (+ True Life Stories)
10 Mar 2022 | Singapore Motherhood

儿女心理健康出问题 父母分享亲身经历鼓励其他看护
Parents of children with mental health issues share experiences to encourage other caregivers
15 Mar 2022 | Lianhe Zaobao

CAREGIVER/STAFF FEATURES

Caregivers

Caregiver: Han

65岁以上者居多 失智之友应用每年有逾百寻人启事

Dementia Friends app has more than 100 listings for missing persons, with 65 and above being the most

7 Feb 2022 | Lianhe Zaobao

Caregiver: Nadia

A full-time caregiver on how 'survivor's guilt' led to her depression

10 Feb 2022 | AsiaOne

She put her life on hold to care for mum. Despite loneliness and depression, she isn't giving up

6 Mar 2022 | CNA

Caregiver: Cheryl Fong (with Staff, Veena)

CNA 938 - National Caregivers Day Interview with Yasmin Jonkers

18 Feb 2022 | CNA 938

Caregiver: Margaret Ong

One husband, two men: Loving someone with schizophrenia

23 Mar 2022 | The Straits Times

Caregiver: Mdm Loh

Seeking help with burnout enabled caregiver to better care for sister with bipolar disorder

1 May 2022 | The Straits Times

Caregivers: Prashant, Rahayu, Jasmine*, and Mira*

My child has depression, and I'm thankful for COVID-19:

The mental health story for every parent

2 May 2022 | CNA

Caregiver: Daniel

Living Inside With Dementia: How a loving son created a dementia-friendly home for his dad

21 Sept 2022 | The Straits Times

Staff

Staff: Cindy

照顾者联盟 一位母亲的心路历程

A mother's journey in CAL

10 April 2022 | Shin Min Daily News

Staff: Evelyn

HAO FM 96.3 – 《生活加热点》 A weekly feature story segment on caregiving

15 Jun 2022 | HAO FM 96.3

Staff: Karen

CNA 938 – "The XX Files": President's Challenge 2023 focus on caregivers

8 Aug 2022 | CNA 938

Staff: Cindy & Valerie

女生幻听几崩溃 获母照料终康复

Lady recovers from hallucinations with mother's care

7 Nov 2022 | Shin Min Daily News



EVENTS

看护者受邀大树脚下庆中秋

Caregivers celebrate Mid-Autumn at "Under the Big Tree"

10 Sept 2022 | Lianhe Zaobao

INFORMATIONAL

调查：受访看护者 少过三成寻求支援服务

Study shows less than 30% of caregivers do not seek for support services

4 Aug 2022 | Lianhe Zaobao

Commentary: How many of those with mental health conditions were caregivers themselves?

10 Aug 2022 | CNA

Elderly self-harm a growing concern; SOS sees slight increase in crisis calls over past year

8 Oct 2022 | CNA

行动党武吉巴督支部50周年庆筹款援助居民

People's Action Party Bukit Batok Branch raises funds for residents as part of 50th anniversary

5 Dec 2022 | Lianhe Zaobao

Groups offer online counselling to young people who need help but wish to remain anonymous

12 Dec 2022 | The Straits Times

心理问题不可耻 尽快求医摆脱焦虑症

Taking a leap of faith for mental health issues: Seek treatment early for anxiety

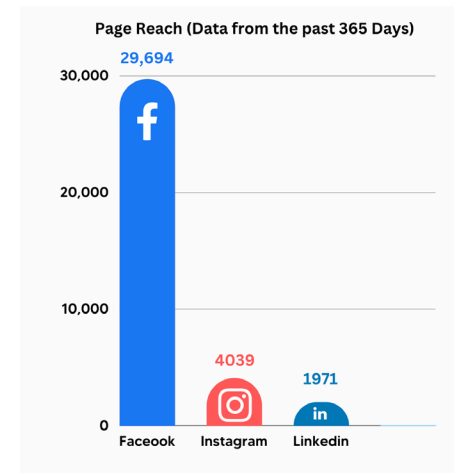
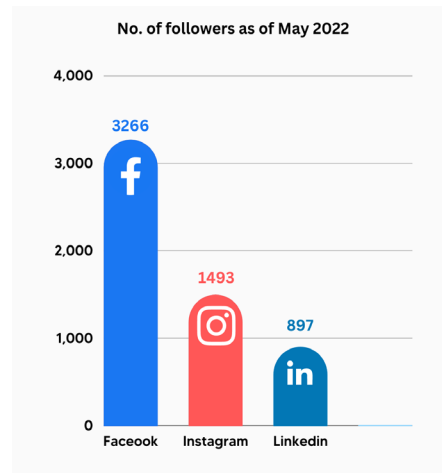
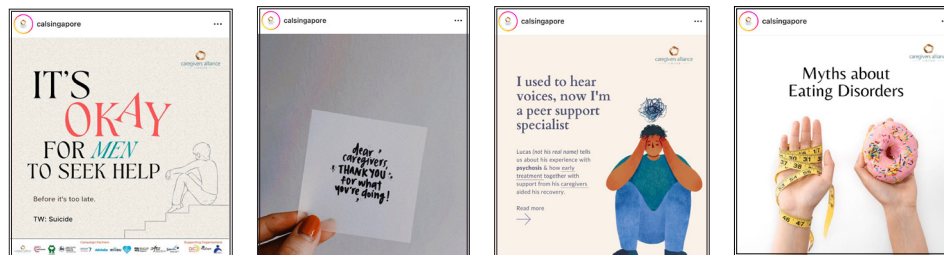
13 Dec 2022 | Lianhe Zaobao

SOCIAL MEDIA

In 2022, CAL's social media efforts placed a strong emphasis on mental health literacy, covering crucial topics such as suicide and mental health conditions. Furthermore, we shared uplifting stories from our staff and caregivers, resulting in a notable surge in engagement rates. As a result, we strive to make our social media channels a one-stop hub where caregivers can cultivate help seeking behaviour for themselves and their loved ones.

Our top three highest engagement accounts are Facebook, Instagram, and LinkedIn.

The data below shows the amount of followers and page reach CAL has achieved in the past year (May 2022 - May 2023).



“

CAL's training courses not only impart essential knowledge but also create a supportive platform for caregivers to share experiences and express their concerns. This helps reduce discrimination against persons with mental health issues, enabling caregivers to draw strength from the community.

- YANG JIA PATRICIA, CAREGIVER



Our Volunteers

Volunteerism is one of CAL's key pillars. To volunteer with CAL, caregivers must complete CAL's C2C programmes before embarking on their volunteer journey. Caregiver volunteers are encouraged to share their experience with their network, and dedicate their time and effort to advocate with CAL. They receive training to become skilled volunteer trainers and co-facilitate CAL's C2C programmes, providing support and encouragement to other caregivers through their own lived experiences.

Volunteers play an important role in CAL by advocating for the significance of mental health support for caregivers and their loved ones. They participate in events and outreach booths, share their caregiving experiences during in-class sharing and media interviews, and connect with other caregivers to build a stronger caregiving community. Their dedication and commitment to CAL's mission make a significant impact on the lives of caregivers and their loved ones.

In this section, we introduce four caregiver volunteers who achieved personal breakthroughs in their caregiving journey, and how their experience with CAL inspired them to give back.



What does advocacy mean to you, and why do you think it's important for caregivers? How has your experience in advocacy grew during your time as a volunteer with CAL?

"Advocacy, to me, means dedicating myself to championing caregiver support and mental health literacy for my late parents, siblings, and all caregivers and patients who have felt isolated and stigmatised throughout their journey.

My life has transformed significantly for the better since discovering the existence of caregiver support groups in Singapore. I wish my parents had access to organisations like Caregivers Alliance Limited while raising and caring for my sister with intellectual disability, depression, and anxiety in the 80s and 90s. I believe that what we learn from the past, we can use to do better moving forward."



NADIA DAENG

Volunteering since 2016

Volunteer Trainer, Advocacy, Outreach

What would you like to express with your photography with/of CAL? How is it different from other things that you do with CAL?

"In my photography for CAL, I want to capture quality moments at events. Inspired by my hobby of photographing my children growing up, I decided to add value to CAL by offering my services whenever possible. This is different from my other activities with CAL because it allows me not only to take inspiring photos but also to get a closer view of the events and better engage with participants."



NG SOON KUAN

Volunteering since 2013

Volunteer Trainer, Events & Outreach, Photography

What does volunteering with CAL mean to you both as a couple and what keeps you both going?

“As a retired couple, we’ve found that volunteering with CAL is the perfect way to reconnect with each other while supporting a meaningful cause.

It’s incredibly rewarding to help caregivers in understanding the condition of their loved ones’ and emphasising the importance of guilt-free self-care. We help them realise that being refreshed and recharged is crucial to avoiding burnout and becoming effective caregivers.”



ANGELINE & JEFFREY YANG
Volunteering since 2021 & 2020
Volunteer Trainers, Events and Outreach

Can you share a particularly meaningful moment or experience you’ve had while volunteering with CAL and what it taught you?

“My initial motivation to become a Volunteer Trainer (VT) was to give back, but I’ve come to realise, humbly, that I receive much more than I give.

I’ve had the privilege of witnessing fellow caregivers display courage, hope, authenticity, vulnerability, and resilience in various classes. Through sharing their personal stories and supporting one another, we all continue to learn and find meaning in our caregiving journeys.

As a VT, I feel cared for by CAL and embraced as part of their family. My time with CAL and fellow caregivers reminds me that we’re never alone in life’s ups and downs, as beautifully expressed in the song lyrics, “When you walk through a storm... don’t be afraid of the dark... At the end of a storm, there’s a golden sky... Walk on... With hope in your heart, and you’ll never walk alone.”



LORETTA SONG
Volunteering since 2021
Volunteer Trainer, Caregiver Support Group Facilitator

Did You Know?

Volunteer hours (FY2022) breakdown		Hours
Contribution Type	Adhoc	250
	C2C	3227
Total No. of Hours		3447

1

Caregivers have the opportunity to choose from **9 different volunteer roles** when advocating with CAL!



2

In FY 2022, the highest number of hours contributed by a single volunteer was a whopping **110 hours!**



3

Most volunteers choose to support fellow caregivers by being **on the ground**, through events, and outreach.



4

Some of CAL's full-time staff members **started as volunteers** themselves!



5

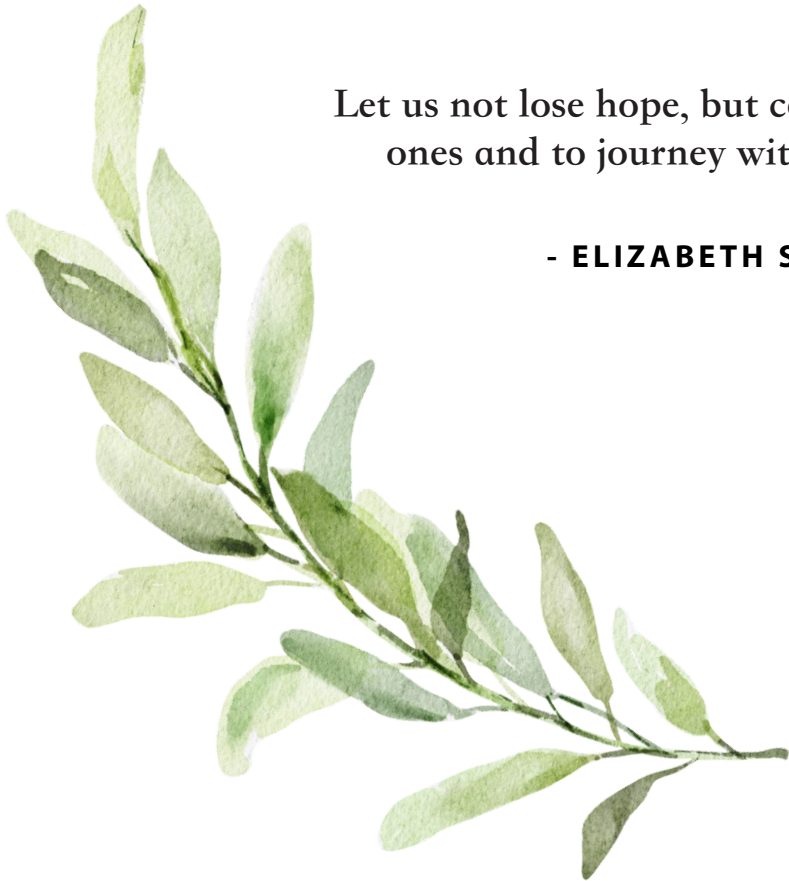
We received **296 volunteer signups** in FY2022! We're grateful for your support.



“

Let us not lose hope, but continue to be empathetic towards our loved ones and to journey with them through their struggles and pain.

- ELIZABETH SWEE, CAREGIVER & CAL STAFF



Acknowledgments



KEY PARTNERS AND SUPPORTERS

Besides volunteers, our partners have been invaluable in supporting us. We are privileged to have received support not only in terms of finances, but in many other ways.

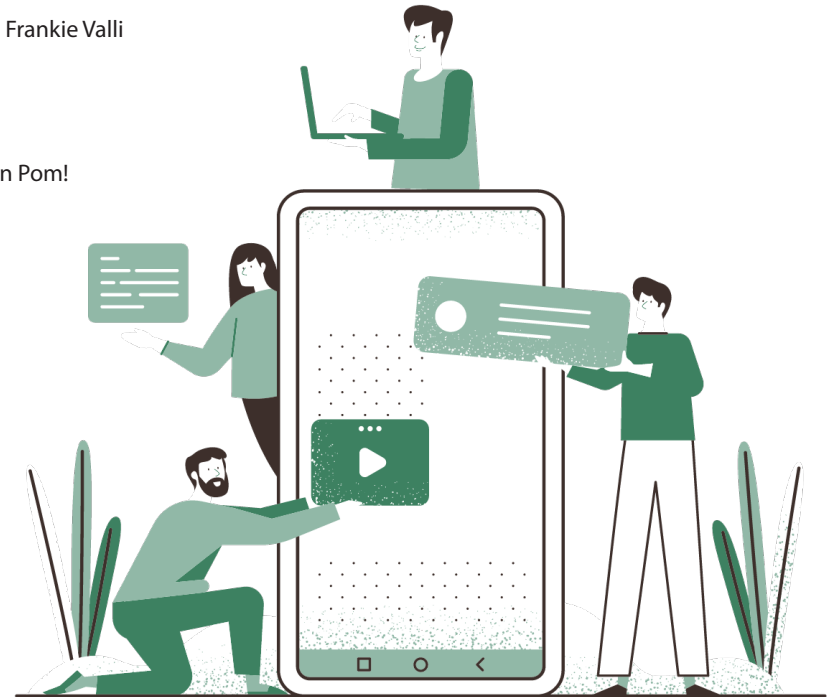
SPONSORSHIP AND SUPPORT FOR PROGRAMMES

- AIC (CREST Funding)
- Capital Group (C2C YCG Funding)
- Mellford Pte Ltd (C2C Eating Disorder Funding)
- NCSS (C2C and E2E Funding)
- The Majority Trust (C2C Dementia Funding)
- Tote Board (Fund Matching for C4MW & LTAW Campaigns)
- UPS Foundation (C2B)



ENGAGEMENT ACTIVITIES AND PROGRAMMES

- Dr Ang Yong Guan, Cityruth Cocoanna Christian, Michelle Lai & Janssen Pharmaceutical Companies of Johnson & Johnson (Schizophrenia 101: Breaking the Myths and Misconceptions)
- Esplanade – Theatres on the Bay (Dick Lee & Omnitones ft. Third Degree; Poetry As Self-Care – A Spoken Word Workshop; The Studios: Recalling Mother: Her Lines, My Lines)
- Hush TeaBar (A Pause to Reconnect with CAL Volunteers)
- iFly Singapore (iFly Singapore 10th Anniversary CSR Celebration – Indoor Skydiving for CAL Caregivers and Staff)
- Jason Lee (Scent By SIX Perfume)
- Joshua Goh (Ageing in Place with Red Crowns Senior Living)
- Margaret Ong & Dr Ang Yong Guan (Journey Together for An Inclusive Society | 携手同行 共创一个包容的社会)
- Margaret Ong, Dr Ang Yong Guan & Chan Wai Han (照顾者的奋斗与胜利)
- Margaret Ong, Fong Hoe Fang & Chan Wai Han (The Shift in Mindset Towards Caregiving)
- Margaret Ong, Jeroemy Ng & Ryan Ng (Destigmatization Starts at Home)
- One Farrer Hotel (BIG GIRLS DON'T CRY – The Internationally Acclaimed Tribute to Frankie Valli & The Four Seasons)
- Philharmonic Wind Orchestra (Planet Earth: 20+ Anniversary Gala Concert)
- Raleigh Singapore (Let's Take A Walk – Team CAL)
- Singapore Hokkien Huay Kuan (Mid-Autumn Celebration Under the BIG Tree)
- Singapore Sports Hub (Disney in Concert A Magical Celebration; Upin & Ipin Pin Pin Pom! Musical Theatre)
- Tote Board (Fund Matching for C4MW & LTAW Campaigns)
- Voices of Singapore (Silver Voices Programme)



DONORS WHO CONTRIBUTED \$1,000 & ABOVE IN 2022



ORGANIZATIONS

- 8vi Global Pte Ltd
- AAA Global Foods Pte Ltd
- Accenture Pte Ltd
- BinjaiTree
- Capital International Inc.
- Charities Aid Foundation America
- Holywell Foundation Ltd
- Mellford Pte Ltd
- PAP Community Foundation
- Raleigh Singapore
- Scent by SIX
- Shenship (S) Pte Ltd
- Tan Chue Tin Clinic Pte Ltd
- The Grace, Shua, and Jacob Ballas II Charitable Trust
- The Majority Trust
- The Silent Foundation Ltd
- Tote Board
- UK Online Giving Foundation
- UPS Foundation
- Word Image Pte Ltd

INDIVIDUALS

- Ang Hao Yao
- Ang Hwee Keng
- Ang Peng Tiam
- Anne-Marie Schleich
- Annette Heitmann
- Annie Yeo
- Asha Dixit
- Aw Gim Choo
- Catherine Tan Suat Wah
- Chan Boon Kheng
- Charles Chow Tze Tan
- Chew Gek Khim
- Chew Sutat
- Chia Kim Huat
- Chia Min Chong
- Chia Yue Choy
- Chin Kim Tham
- Chong Chan Meng
- Chua Ah Suai
- Chua Siew Eng
- Cindy Tan
- Dave Chin
- Dennis Tan Lip Fong
- Florence Lee Kwai Sim
- Goh Yew Lin
- Heng Tze Shiua
- Ho Liew Hong
- Huang Dertuen
- Jane Ng Pheck Choo
- Joscelyn Tan Bee Leng
- Karen Teo Ching Mei
- Kelvin Lim Wee Khoon
- Kong Su Lin
- Kwek Cheah Ming
- Lee Kim Chan
- Lee King Fuei
- Lee Yick Kuen
- Lee Zhen Rong Daniel
- Leo Kum Yuen
- Leung Chi Lai
- Liana Rahardja
- Lim Chia Li
- Lim Chye Hoon Eileen
- Lim Ee Kiat
- Lim Him Chuan
- Lim Sok Hui
- Loo Choon Yong
- Low Sze Chuan
- Luai Hong Kheng
- Lynette Lim Tze Lan
- Maggie Mei Kei Chong
- Marie Elaine Teo
- Ng Jui Sia
- Ng Yong Hau Harold
- Ngau Wu Ren
- Ong Lai Keong
- Palmer Michael Anthony
- Raymond Choo
- Rohit Sobti
- Shaw Soo Chee Priscylla
- Sim Siok Hwee
- Sing Faith Joy
- Sooksun
- Steven Luk Chiew Peng
- Syn Hsien Min Michael
- Tan Ee Meng Alan
- Tan Gek Noi
- Tan Kwang Cheak
- Tan Peng Hee
- Tan Poh Beng
- Tan Sok Bee
- Tan Tin Wee
- Teo Su Lin Jocelyn
- Teo Tiow Guan
- Teoh Ping Siong
- Thomas Joseph O'Donnell
- Tim Lee Siew Teck
- Tim Oei
- Timothy Lynch
- Toe Teow Heng
- Tow Heng Tan
- Valerie Liu
- Vikram Subrahmanyam
- Vinayak Herur
- Voo Ai Ling Kathleen
- Welby Altidor
- Willett Gilbert Thomas
- Winnie Tan Wee Ni
- Wong May Hoong Regina
- Wong Shze Ee
- Yeo Milac
- Yong Kwek Kuen
- Zalifah Ibrahim
- Zhang Aiqi
- Zhu Lun



“

There will be good days and bad days - we can learn to affirm our loved ones on good days, and choose to walk in love and be patient with our loved ones on bad days.

- VINCENT NG, CAREGIVER



Board of Directors

**Chew Sutat and Dr Julian Hong stepped down as Board Members on 31 Dec 2022*

1. CHEW SUTAT CHAIRMAN

Appointed: 10 December 2015

Member, Nominations & Human Resource Committee,
Member, Fundraising Committee

Chairman, Shan De Advisors

2. JENNIFER FAN VICE-CHAIRMAN

Appointed: 1 October 2017

Appointed as Chairman on 1 Jan 2023

Chairman, Fundraising Committee
Member, Finance Committee

Chief Asia Officer, Freemont Capital

3. RAYMOND CHOO DIRECTOR

Appointed: 11 May 2019

Member, Nominations & Human Resource Committee,
Member, Audit Committee

General Counsel, Canyon Global Holdings Pte Ltd

8. FRANCINE LIM DIRECTOR

Appointed: 26 September 2019

Member, Finance Committee

Former CFO, Certis CISCO

9. JASON LOW DIRECTOR

Appointed: 26 September 2019

Member, Fundraising Committee

Senior Investment Strategist, DBS Bank

10. DR MOK YEE MING DIRECTOR

Appointed: 30 June 2020

Member, Programmes & Services Committee

Assistant Chairman Medical Board (Clinical),
Senior Consultant and Chief, Department of Mood and Anxiety, Institute of Mental Health

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**4. DR CHUA SIEW ENG
DIRECTOR**

Appointed: 1 January 2019

Chairman, Programmes & Services
Committee Member, Fundraising
Committee

Specialist Psychiatrist, Raffles
Medical Group

**5. DR JULIAN HONG
DIRECTOR**

Appointed 21 August 2020

Member, Finance Committee

Healthcare Administrator & Family
Physician in private practice

**6. KOAY PENG YEN
DIRECTOR**

Appointed: 1 May 2018

Chairman, Nominations & Human
Resource Committee
Member, Audit Committee

Former Group CEO, Tiger Airways
Holdings

**7. LIM JEN HOWE
DIRECTOR**

Appointed: 21 March 2013

Chairman, Audit Committee

Partner, Thong & Lim,
Chartered Accountants

**11. TIM OEI
DIRECTOR**

Appointed: 1 May 2018

Member, Programmes &
Services Committee

CEO, National Kidney Foundation

**12. GALEN TAN
DIRECTOR**

Appointed: 1 October 2017

Chairman, Finance Committee
Member, Programmes & Services
Committee

CEO, Kasa Singapore Pte Ltd

**13. WONG KOK YEE
DIRECTOR**

Appointed: 1 January 2017

Member, Nominations & Human Resource
Committee Member, Audit Committee

Director, Wong Kok Yee Tax Services Pte Ltd

8

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13



Board Meeting Attendance

Directors	Number of Meetings	Attendance
Chew Sutat	4	4
Jennifer Fan	4	4
Raymond Choo	4	3
Dr Chua Siew Eng	4	3
Dr Julian Hong	4	4
Lim Jen Howe	4	4
Francine Lim	4	4
Jason Low	4	4
Koay Peng Yen	4	2
Dr Mok Yee Ming	4	4
Tim Oei	4	3
Galen Tan	4	2
Wong Kok Yee	4	3

Board Sub-Committee Meeting Attendance

Audit Committee

Directors	Number of Meetings	Attendance
Lim Jen Howe, Chairperson	3	3
Wong Kok Yee, Member	3	2
Koay Peng Yen, Member	3	3
Raymond Choo, Member	3	3
Jared Goh, Secretariat	3	3

Finance Committee

Directors	Number of Meetings	Attendance
Galen Tan, Chairperson	1	1
Jennifer Fan, Member	1	0
Francine Lim, Member	1	1
Dr Julian Hong, Member	1	1
Jared Goh, Secretariat	1	1

Nominations & Human Resource Committee

Directors	Number of Meetings	Attendance
Koay Peng Yen, Chairperson	1	1
Chew Sutat, Member	1	1
Wong Kok Yee, Member	1	0
Raymond Choo, Member	1	1
Jared Goh, Secretariat	1	0

Programmes & Services Committee

Directors	Number of Meetings	Attendance
Dr Chua Siew Eng, Chairperson	2	2
Tim Oei, Member	2	1
Galen Tan, Member	2	0
Dr Mok Yee Ming, Member	2	1
Jared Goh, Secretariat	2	2

Fundraising Committee

Directors	Number of Meetings	Attendance
Jennifer Fan, Chairperson	1	1
Chew Sutat, Member	1	1
Dr Chua Siew Eng, Member	1	1
Jason Low, Member	1	0
Jared Goh, Secretariat	1	1

“

The biggest growth lesson in my caregiving journey was letting go of the belief that things must be perfect.

- DR RINKOO GHOSH, CAREGIVER



Corporate Governance

CAL is led by a Board of Directors who are elected or co-opted volunteers. The Board is headed by the Chairman and consists of Board Directors who possess diversified leadership experience across various public and private sectors. No staff sits on the Board. The Chief Executive Officer, Head of Operations & Programmes, Head of Communications, Head of Outreach & Corporate Services, and other staff, where necessary attend Board meetings as CAL staff. In 2022, the Board met four times and exercised governance over CAL's strategic plans, progress and activities throughout the year. The authorities, duties and responsibilities of the Board are guided by CAL's Constitution and Terms of Reference (TOR) for the various committees.

CAL has an induction and training policy for new Board Directors where they will be issued with a Board Orientation Kit and given a briefing by the Chief Executive Officer/Senior Management on CAL's vision, mission, strategy and operation. During the year, the Board undertook a Board Capability Development exercise to assess board performance and effectiveness, and to identify strengths and areas for improvement.

CAL has the following sub-committees:



Whistle Blowing Policy

CAL promotes an open, transparent, no-rank culture where whistle blowers – staff, volunteers, suppliers, and the general public – are encouraged to whistle blow about any possible corporate or employee improprieties in good faith without fear of punishment or unfair treatment. Reports may be channelled to CAL's designated email account: whistleblow@cal.org.sg. This will be auto-forwarded to the Board Chairman and the Audit Committee Chairman. All reports will be treated in strictest confidence and promptly investigated.

Conflict of Interest

The Board adopts the policy of declaration by the Board Directors and all staff of any personal interests that may affect the integrity, fairness and accountability to CAL. 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.

Transparency

CAL provides its Governance Evaluation Checklist from the Code of Governance for Charities and Institutions of a Public Character, a yearly summary of its financial information and copies of CAL Annual Report in the CAL website and on the Charity Portal for access by members of the public. In addition to disclosing whether CAL has complied with each requirement under the checklist, CAL has further elaborated on how it has complied.

Financial and Budgeting

Budgeting exercise for each programme, project and event is conducted before the beginning of the financial year and approved by the Board. Monthly financial reports are generated by the Finance Department, circulated to the Chief Executive Officer, Finance Committee and the Board Chairman to monitor the actual spending against budget. Quarterly budget reviews are also conducted and reported during the regular board meetings as well. CAL has a proper chart of authority for seeking approval for procurement and payment, which is approved by the Board.

Remuneration Policies

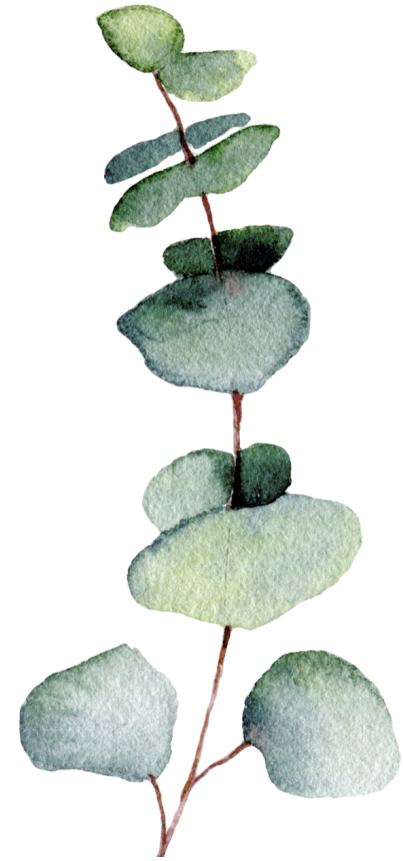
All Directors of the Board are volunteers and do not receive any remuneration. To avoid potential conflict of interest when determining the remuneration of key management staff within CAL, there is a formal and transparent procedure for determining key management personnel's remuneration by the Nominations and Human Resource Committee. No employee is involved in deciding his or her own remuneration.

Reserves and Investment Policy

CAL has a reserves policy in place to protect itself from unforeseen adversities which may disrupt the work of CAL, while at the same time avoid the accumulating of excessive financial resources.

Other Practices

CAL does not provide any loan to staff or external parties. It also does not make any cash donations to external parties.



GOVERNANCE EVALUATION CHECKLIST SUBMISSION FOR JAN TO DEC 2022

S/No.	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	This is usually carried out as soon as possible upon joining the Board. New Board Directors are also invited to be special guests at the graduation of Caregivers Training Classes to understand how caregivers benefit from our programmes.
	Are there governing board members holding staff appointments?		No	Neither are there staff holding Board appointments.
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	The Chairman of the Finance Committee has not served more than four years in this capacity.
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	Re-nomination is carried out once every two years.
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	The Board conducts self-evaluation at least once in 2 years.
	Is there any governing board member who has served for more than 10 consecutive years?		No	There has been continual renewal of new Board Directors. The longest serving director has not served more than 10 years.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	The Corporate Governance Manual covers the roles and responsibilities of Board Directors and the terms of reference for all sub-committees.

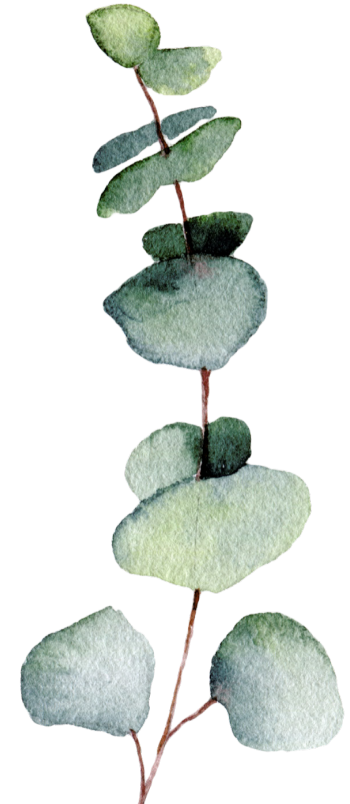
CONFLICT OF INTEREST				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	There is an annual declaration of conflict of interest carried out in the beginning of the year. Board Directors also make ad-hoc declarations during the rest of the year, as required.
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	All Board Directors are prohibited from any business dealings and contract with CAL. Affected Board Directors will have to declare and recuse themselves if a conflict of interest arises.
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	The review is carried out periodically. Management will propose the strategic plans, and these will be presented, discussed and approved by the Board during the annual budget exercise, usually at the last Board meeting of the year.
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Complied	HR policies for staff are proposed by management, reviewed and endorsed by the Nominations and HR Committee, and approved by the Board.
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	The Code and Conduct guidelines are documented as part of the Corporate Governance Manual, Staff HR Manual and Volunteer Management Manual.

14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	Annual appraisal and training plans are in place for all staff. Open appraisals are carried out at the end of each year where staff performance will be discussed and graded. 360° feedback is also performed to gauge staff's commitment level to the organisation's behavioural values.
	Are there volunteers serving in the charity?		Yes	We have 205 active volunteers serving the charity in various capacities in 2022.
15	There are volunteer management policies in place for volunteers.	5.7	Complied	Policies are captured in the Volunteer Management Manual.
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	This is documented in the Corporate Governance Manual. All loans, donations, grants or financial assistance, if any, would have to be approved by the Board.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	This is documented in the Corporate Governance Manual and the Finance Manual. Authorisation limits, procurements and payment procedures etc., are endorsed and approved by the Board.
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	The Board conducts reviews through its Finance, Audit and Programmes & Services Committees. The Board and Management has engaged an external consultant to review CAL's internal controls, processes, and key programmes.
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	The Board has conducted an enterprise risk assessment exercise which is then regularly monitored and reviewed through the Audit Committee.

20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	The annual budget is reviewed and approved by the Board. Monthly management reports are prepared to compare against the approved budget.
	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	The charity invests its reserves in low risk short-term investments and time deposits with approval from the Board.
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	This investment policy is documented in the Corporate Governance Manual and will be reviewed where necessary. The Reserves and Investment Policy is disclosed in CAL's Annual Report.
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	The charity receives cash donations through caregivers' and public's freewill donations and other fundraising activities.
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	All direct donations are issued with receipts including tax exempted receipts when required. In addition, donations are reported quarterly to the Board. Cash donations are deposited as promptly as practically possible.
	Did the charity receive donations in kind during the financial year?		No	The charity did not receive any donations in kind.

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	Besides the number of Board meetings, attendance at Board meetings and Sub-Committee Meetings are also disclosed in the Annual Report.
	Are governing board members remunerated for their services to the Board?		No	No Board Directors are remunerated for their services.
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	No staff is involved in setting his own remuneration. CAL strives to follow the salary scales provided by NCSS as closely as possible. Annual increments are approved by the Board.
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	The annual remuneration of staff exceeding \$100,000 is disclosed in CAL's Financial Statements that form part of the Annual Report. None of CAL staff serves as a governing Board Director of the charity.
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* belonging to the Executive Head* 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	None of the staff is related to or is a close member of the family of the Chief Executive Officer or a governing Board Director. This is disclosed in the Annual Report.

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	This is documented in the Communications Policy.



AON Board Pulse Study

To assess the strengths and weaknesses of CAL's leadership capability and capacity, we participated in a BoardPulse Survey Study conducted by AON. The study assessed eight categories across three levels, and CAL's overall average score of 86.7% outperformed benchmark standards for NPOs and social and welfare organisations.

Some of the high performance scores that CAL achieved included a score of 93.6% in Aligned Values and Motivations, 89.5% in Governance and Compliance, and 89.3% in Board and Management Relationship. These scores were higher than the benchmark scores for All NPOs and All Social and Welfare Organizations in these categories.

CAL's overall performance was strong, and both the Board and Non-Board members rated the organisation positively. The stakeholder interviews also reinforced the positive assessment of CAL's Board and Management.

Executive Summary of BoardPulse Survey Report

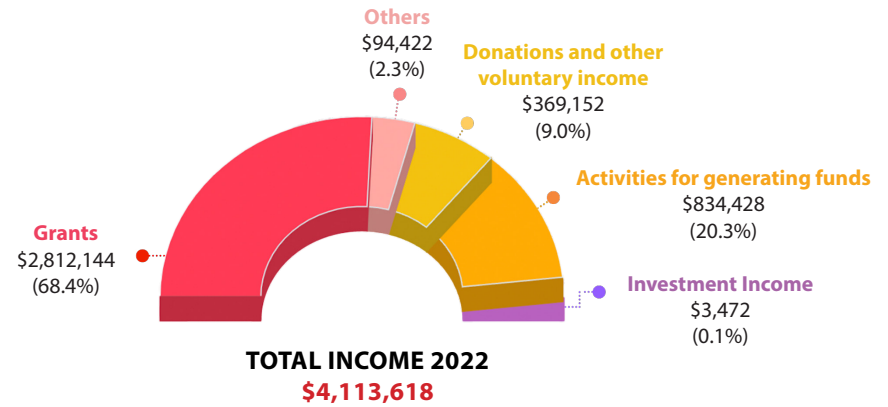
Factor	CAL	All NPO		Social & Welfare	
	Results % (A)	Benchmark % (B)	% Difference (A-B)	Benchmark % (C)	% Difference (A-C)
Aligned Values and Motivations (AVM)	93.6	92.0	1.6	91.5	2.1
Governance & Compliance (GC)	89.5	83.4	6.1	82.5	7.0
Board & Management Relationship (BMR)	89.3	82.7	6.6	82.5	6.8
Role Clarity (RC)	87.2	86.3	0.9	85.3	1.9
Strategic Foresight (SF)	84.2	80.4	3.8	79.6	4.6
Board Renewal (BR)	84.0	71.0	13.0	72.7	11.3
Board Composition & Diversity (BCD)	83.7	80.2	3.5	79.6	4.1
Active Participation (AP)	82.1	81.7	0.4	79.6	2.5
Overall	86.7	82.2	4.5	81.7	5.0

Legend

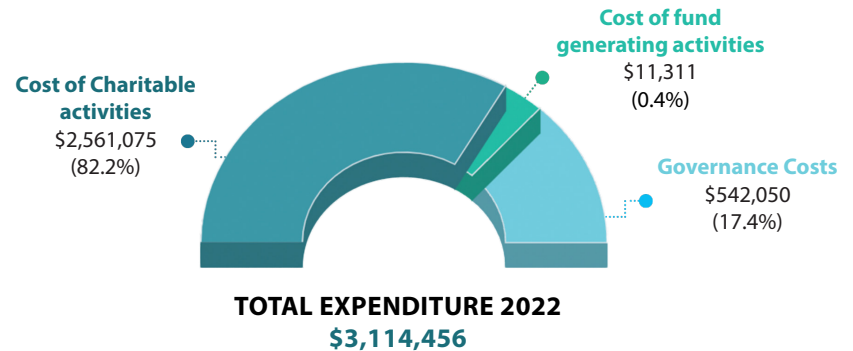
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FINANCIAL INFORMATION

Income	2020	2021	2022
Income from Charitable Activities*			
- Grants	2,265,322	2,427,196	2,812,144
- Others	33,090	58,690	94,422
Donations and other voluntary income	1,360,120	395,612	369,152
Activities for generating funds	680,215	712,834	834,428
Investment income	34,616	9,901	3,472
Total Income	4,373,363	3,604,233	4,113,618



Expenditure	2020	2021	2022
Costs of charitable activities*	2,219,810	2,312,127	2,561,075
Costs of generating funds	94	955	11,331
Governance costs	188,172	302,894	542,050
Total Expenditure	2,408,076	2,615,976	3,114,456
Surplus	1,965,287	988,257	999,162



*The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Training Programme, Engagement-to-Empowerment (E2E) Programme, Caregivers-to-Be (C2B) Training Programme, and providing a community safety network for caregivers of persons with or at-risk of mental health conditions.

Balance Sheet	2020	2021	2022
Total Assets	6,908,450	7,921,437	8,629,429
Total Liabilities	(353,877)	(378,607)	(87,437)
Net Assets	6,554,573	7,542,830	8,541,992
General Funds	4,443,252	5,073,095	5,556,466
Restricted Funds	2,111,321	2,469,735	2,985,526
Total Funds	6,554,573	7,542,830	8,541,992

Other Information	2020	2021	2022
Staff and related costs classified as:			
Costs of charitable activities*	2,094,940	2,153,203	2,366,806
Governance costs	156,417	276,445	484,962
	2,251,357	2,429,648	2,851,768
No. of Employees	32	35	42

* The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Programme, Engagement-to-Empowerment (E2E) Programme and providing a community safety network for caregivers of persons with or at-risk of mental health conditions.

1. C4MW Campaign 2022 | 18 Apr to 30 June 2022

Total Receipts	\$366,110
Toteboard Matching Grant	\$250,000
Expenses	(\$10,476)
Net Surplus	\$605,634

2. LTAW 2022 | 22 Aug to 31 Dec 2022

Total Receipts	\$155,942
Toteboard Matching Grant	\$62,376
Expenses	(\$855)
Net Surplus	\$217,463

3. Miscellaneous Grants (Received in 2022)

The Majority Trust - C2C Dementia	\$70,000
Capital Group - C2C-YCG	\$35,000
Accenture Singapore	\$15,000
Tan Chin Tuan Foundation - C2C-ED	\$10,000
PAP Community Foundation	\$5,000
UPS Foundation - C2B	\$94,996
Total	\$229,996

“

Through caregiving, my husband and I relooked at how we can grow together and progress with our children, and recognise that it is a journey.

- CAROLYNNE NG, CAREGIVER







caregivers alliance

limited

CAL Head Office

491-B River Valley Road, #04-04
Valley Point Office Tower, Singapore 248373
Email: general@cal.org.sg
Tel: 6460 4400

Caregivers Support Centre

Institute of Mental Health
Buangkok Green Medical Park (Block 1 Lobby)
10 Buangkok View, Singapore 539747
Email: emailcentral@cal.org.sg
IMH CSC Helpline: 6388 2686 / 6388 8631

West Cluster

Email: emailwest@cal.org.sg
Helpline: 97207590 & 97707996

Central Cluster

Email: emailcentral@cal.org.sg
Helpline: 97298628 & 98267115

East Cluster

Email: emaileast@cal.org.sg
Helpline: 97369170

**Helplines are open from Monday to Friday,
9-5pm (Excluding Public Holidays)*



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