

Annual Report

In 2018, AWARE brought many voices together in the same key. As we helped women speak out, powerful refrains emerged: about the importance of care, community, and change. United in harmony, our efforts grew stronger, and our stories were heard.

Chorus 2018

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A Chorus of Voices

Message from our President and Executive Director

AWARE came into being 34 years ago because we saw the need for women to speak out, to take a stand against discriminatory policies and practices, and to help bring about a truly equal and just society.

In 2018, our work—and our impact—expanded significantly.

With our Power Fund, we extended a helping hand to new or smaller groups working on women's issues, providing them with financial support and guidance so that they find their voices and strengthen their reach.

To tackle the complex issues of our ageing society, we partnered with other leading civil society organisations to form SAWA (Singapore Alliance of Women in Ageing). The alliance allows us to share resources, develop programmes and collectively speak with a stronger voice.

As the #MeToo movement continued its ripples around the world, and our Sexual Assault Care Centre (SACC) fielded a 57% overall jump in cases over 2017, we expanded our SACC and Women's Care Centre teams.

We also stepped up our efforts to combat sexual harassment and assault by launching Aim For Zero (AFZ), a two-year campaign urging people to commit to ending sexual violence. At the heart of AFZ is a powerful video in which 10 women speak up about their sexual harassment or assault ordeals.

Our research and advocacy work puts the gender lens on issues that loom large in our society, such as the ageing population, the challenges faced by caregivers (most of whom are women), inequality and the pressing need to get low-income families out of the poverty trap.

On the matter of justice for sexual assault survivors, we saw some of our recommendations reflected in amendments made to the Penal Code and the Criminal Procedure and Evidence Act.

Our calls for fairer treatment of single mothers in the allocation of public housing finally yielded some results, and we added our skin to the game by launching the SHE Project, which provides single mothers with housing and help to find work.

The expansion of our services meant we needed to secure sufficient funds. We were able to do so with the help of a spectacularly successful Revolution Ball, which raised a record \$470,000.

So 2018 was another good year for AWARE—thanks to our donors, our organisational partners and many other supporters, our passionately committed volunteers and members, and our hardworking and highly talented staff.

Together we are a powerful chorus of voices, calling and working for a just and equal society.

Margaret Thomas (President) & **Corinna Lim** (Executive Director)

Top 10 Achievements 2018



View the video on YouTube: <https://www.youtube.com/watch?v=S8YUc2WnJUM>

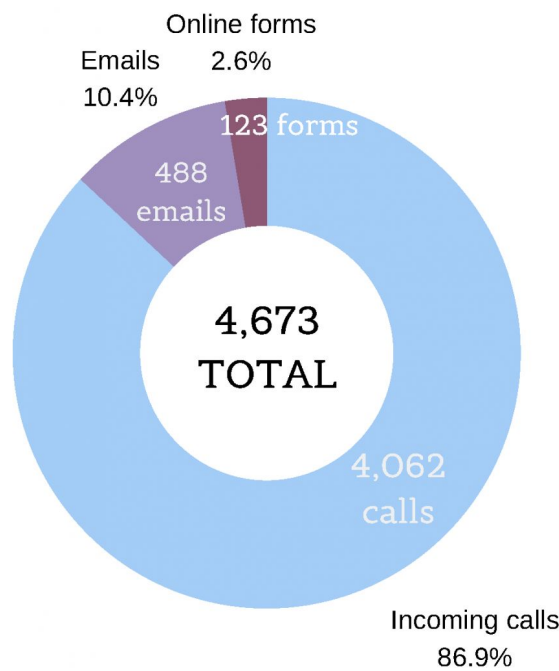
Women's Care Centre

Listening, Understanding, Informing



AWARE's Women's Care Centre (WCC) provides gender-informed and trauma-informed services to women in distress through its "CARE" model - Creating Access to Resources and Empowerment. WCC supported close to 3,000 women in 2018.

Number of times WCC was contacted in 2018, by mode of contact*



** Including instances where multiple calls were made by the same person*

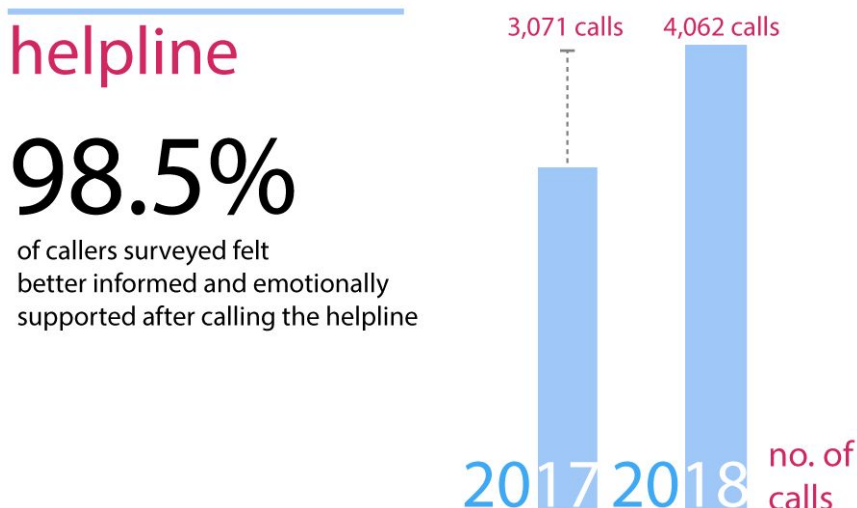
Support is provided in two main ways.

I. WOMEN'S HELPLINE

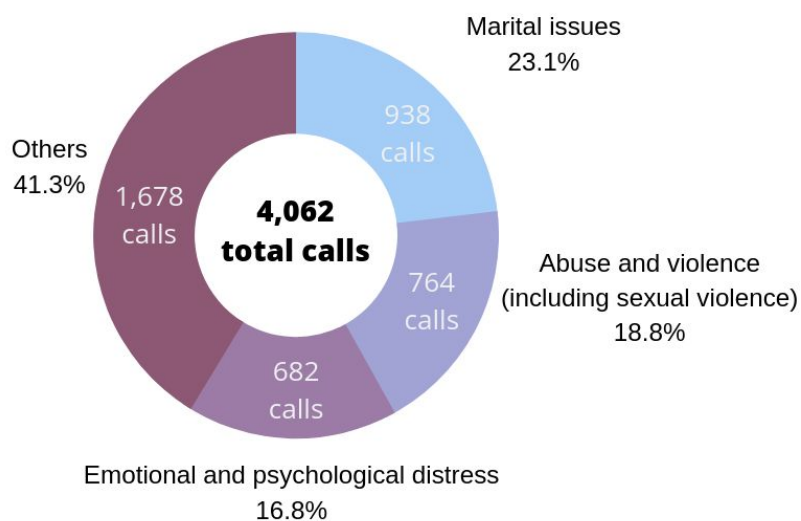
The Women's Helpline is a crucial link for those who are unable to meet professionals in person, or need interim support between in-person sessions. Trained volunteers supervised by staff provide the service.

Outreach efforts in 2018, infrastructural changes and the expansion of helpline service to four languages resulted in a 32% increase in the number of incoming calls over the previous year.

Total number of helpline calls



Reasons for calling*



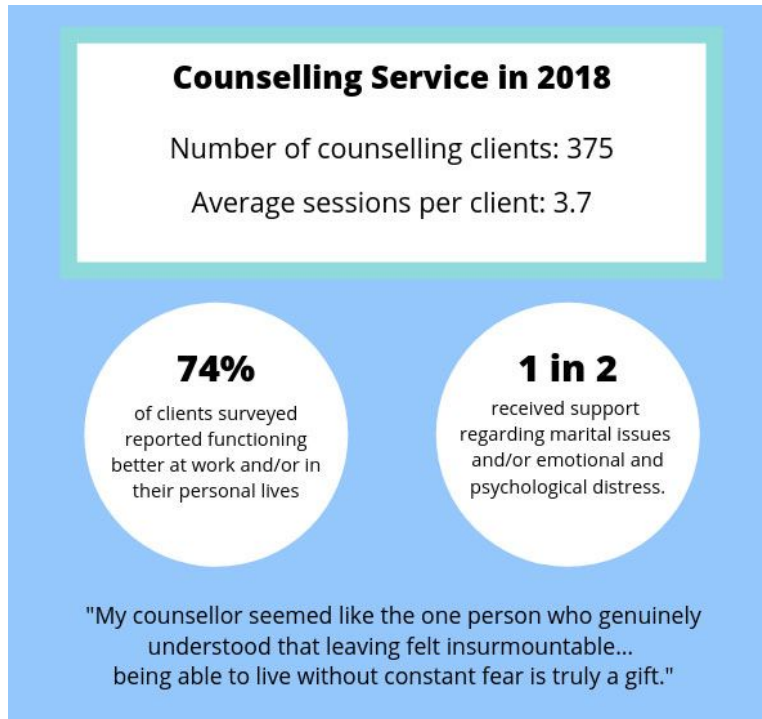
*Based on the primary issue shared by users, without taking into account that callers could be facing multiple issues.

II. FACE-TO-FACE SUPPORT

Women also accessed our face-to-face services through our counselling, legal clinic and support groups.

1. Counselling Service

AWARE's professionally run, affordable counselling service recognises that women are the experts of their own lives. It focuses on increasing women's safety and access to resources, and builds their knowledge, options and sense of self. The increase in people reaching out to us through the helpline saw a corresponding increase in new counselling clients, up 48% from 2017.



2. Legal Clinic

Legal clinic service saw big changes in 2018. We established a partnership with Law Society Pro Bono Services (LSPBS), referring our callers to their legal clinics to meet increasing demand for the service. In July, we expanded our legal clinic capacity to provide Syariah Law legal advice.



3. Support Groups

Our support groups let women share healthy coping mechanisms in a safe environment. In 2018, we conducted two support groups: Contemplating Divorce Support Group and Divorce Support Group, empowering 15 women.



Building a Tribe

In 2018, our trained volunteers spent 1,700 hours on the helpline. With our revamped helpline training, our latest batch of 26 helpliners gained awareness about issues such as family violence, sexual assault, trauma, divorce, Syariah Law, supporting LBTQ women, mental health, workplace harassment and more. Here is one of our helpliner's thoughts about the training:

"Our training had a mix of practical and theory sessions, which was useful in helping us gain not just knowledge but also skills. It was inspiring to see the amount of dedication and skill our trainers brought to their profession."

Spreading the Word

In 2018, AWARE's Women's Helpline received a rebranding, and its first marketing campaign since its inception in 1991. WCC partnered with various individuals and organisations to help spread the word about our services – thank you to all who made this a success! For International Women's Day 2018, we held a community lunch and a free market to launch our rebranded helpline in our local community in Dover. Our staff also spoke at various events to raise awareness about issues around domestic violence and the support available to them.

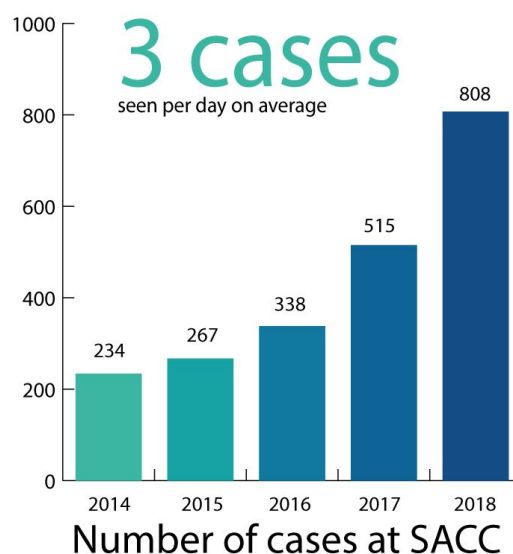
Sexual Assault Care Centre

Making sexual assault survivors heard



Sexual Assault Care Centre (SACC) is one of the fastest-growing services at AWARE. When survivors reach out through our SACC helpline, WhatsApp, email or walk-in services, we provide them with trauma-informed and gender-informed support to help them make informed decisions about next steps. Since its launch in 2014, the number of sexual assault survivors reaching out to the centre has quadrupled.

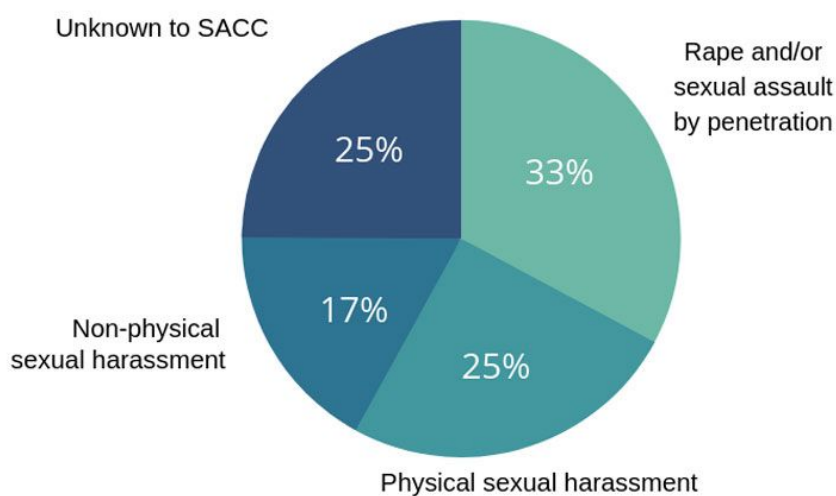
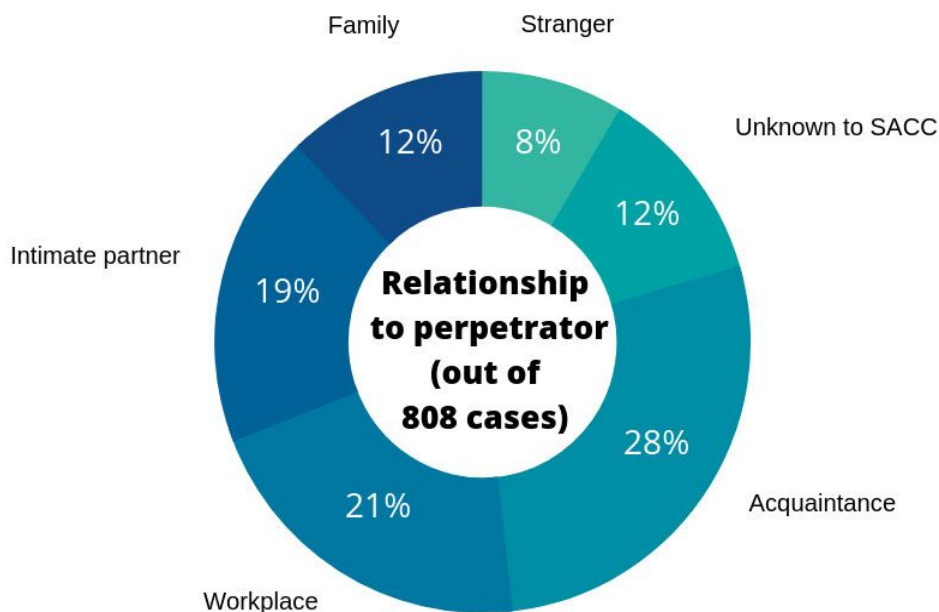
The global #MeToo campaign, and our efforts to continue that conversation in Singapore through community outreach and ongoing media engagement, resulted in a 57% increase in cases to the centre in 2018. This year, it was heartening to see that in two out of three cases where first contact was made on behalf of the survivor, it was a family member or friend who did the reaching out. Of the cases known to SACC, 51% reached out to SACC within five months of the assault.



DEMOGRAPHICS

Aligning with global trends, in 80% of SACC cases, the perpetrator was known to the survivor. In 91% of cases, the survivor was a female. Sexual assault by acquaintances (including friends, trainers, teachers, etc.) made the highest number of cases. While the percentage of workplace-related cases SACC saw was similar to that of 2017 (21%), that category saw a numerical increase of about 55% from 2017.

Physical forms of sexual assault continue to be the bulk of our cases. And 16% of survivors had experienced childhood sexual abuse.



Types of sexual violence faced by survivors

SERVICES AND FEEDBACK

Every case is assigned a case manager who provides practical and emotional support to clients and connects them to face-to-face services, like our legal clinic, befriending service (i.e. accompaniment to police, hospitals and courts) and counselling. Holistic support helps survivors regain power and control and facilitate recovery from trauma.

Legal Information Sessions
Number of sessions: 103
Number of clients: 97

98%
of clients surveyed felt better informed about their legal options, rights and procedures

"The lawyer was patient. I felt believed. I felt that my rights were recognised and respected. I am encouraged to pursue justice. That gives me more energy to survive in the hardest time of my life."

Case Management Sessions
Number of sessions: 791
Number of clients: 395

86%
of clients surveyed felt supported by the case manager throughout the duration of their case

"I am blessed to have my case manager with me on this journey. She has been so supportive and kind, offering suggestions and guidance I would not have thought of in this current state of mind."

Counselling
Number of sessions: 491
Number of clients: 83

86%
of clients surveyed were able to develop effective short-term coping strategies to deal with the impact of assault

"The information and insights you provided were really professional. Although recovery still feels like a distant goal to me, the counselling sessions have helped me see things in a different perspective."

Support Groups
Number of groups: 2
Number of clients: 15

100%
of clients surveyed recognised that they were not alone in their experiences of trauma impact

"I feel so blessed to have met all the women. The group has become such a central part of my week."

Befriender Services
Number of trips: 58
Number of clients: 47

100%
of clients surveyed felt supported by befrienders through legal and medical processes

"The support system was fantastic. Everyone deserves to be recognised for their patience, support, informative suggestions and empathy. This truly made the entire reporting process so much more manageable."

COMMUNITY ENGAGEMENT

AimForZero

Meaningful conversations around sexual violence create a safer space for sexual assault survivors to seek support from family, friends and professionals. To this end, in November 2018 AWARE launched Aim for Zero, a national campaign to end sexual violence in Singapore. The campaign was launched by Mr. K Shanmugam, Minister for Law and Home Affairs, who leads the Government's initiatives to strengthen laws on sexual assault and provide survivors' access to justice.

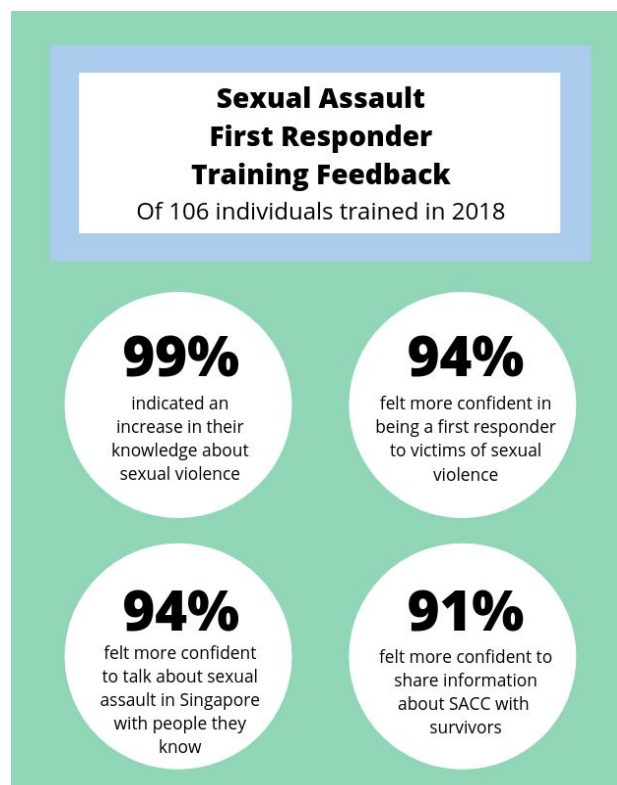
More than 150 people attended the launch, including representatives from the criminal justice system, social workers, counsellors, filmmakers, other NGOs and community advocates. The campaign kicked off with the screening of "Survivors Speak", a powerful video with 10 women courageously opening up about their ordeals with sexual violence and harassment.

Within a couple of days of the launch, "Survivors Speak" was shared close to 1,000 times on Facebook and got 70,000 views, alongside the campaign's extensive press coverage.

Sexual Assault First Responder Training

In 2018, SACC conducted several Sexual Assault First Responder trainings for key frontline professionals, including counsellors, educators and social workers. We equipped them with knowledge on sexual violence and skills to respond to disclosures by sexual assault survivors.

To further raise awareness about the ground realities and prevalence of sexual violence in Singapore, we shared our expertise at talks organised by organisations such as Action for AIDS, Esplanade, and Law Society Pro Bono Services. We also partnered with Millennials of Singapore to create a video featuring Devika Panicker, an SACC spokesperson, her experience and journey of recovery.



BETTER ACCESS TO JUSTICE

SACC works to improve survivors' experiences of making reports with Singapore Police Force. In 2017, we collaborated with the **Serious Sexual Crimes Branch** to develop a training video for police officers to equip them with better knowledge on sensitively supporting survivors. In 2018, this video became part of the official police training curriculum.

We strengthened our relationships with different parts of the criminal justice system, including the **Attorney General's Chambers**, to push for processes to be victim-centric and trauma-informed. We also spearheaded the Clementi region Family Violence Working Group (FWWG) as Chair, planning regional activities to raise awareness about sexual violence's impact on families. The group consists of representatives from family service centres, hospitals, police and social service agencies in Clementi area. It highlights service gaps at the national level across a term of two years (2018-2020).

CRIMINAL LAW REFORM

AWARE was keenly involved in providing feedback on some of the proposed amendments for Singapore's **Criminal Procedure Code (CPC) and Evidence Act**. In February 2018, several of our recommendations were reflected in amendments to the Act. Recognising that certain court processes, such as repeated testimonies and interactions with assailants, could re-traumatise sexual assault victims, the amendments proposed changes such as closed-door hearings, video-linked testimonies for victims, physical screens to prevent direct contact, and the prohibition of publication of the victim's name.

Female Caregivers

Caring for Family Caregivers



RESEARCH

AWARE published the August 2018 report “*Why are you not working?*”: Low-income mothers explain challenges with work and care. Based on in-depth interviews with 47 low-income mothers, the research found that inadequate formal childcare and prevailing work conditions make it impossible for low-income women to exclusively depend on paid work to achieve self-reliance and to provide their children the necessary quality of care. More than 300 people attended our report launch (the most highly subscribed AWARE event in 2018), with a panel featuring AWARE Executive Director Corinna Lim, *This Is What Inequality Looks Like* author Teo You Yenn, Daughters of Tomorrow Executive Director Carrie Tan, and Siti Aishah, a participant of our research and a mother of three. The panel was moderated by Ng Kok Hoe, an assistant professor at the Lee Kuan Yew School of Public Policy. Since the launch, we have been invited to present the report to social workers, MPs and students, signalling great public interest in this issue.

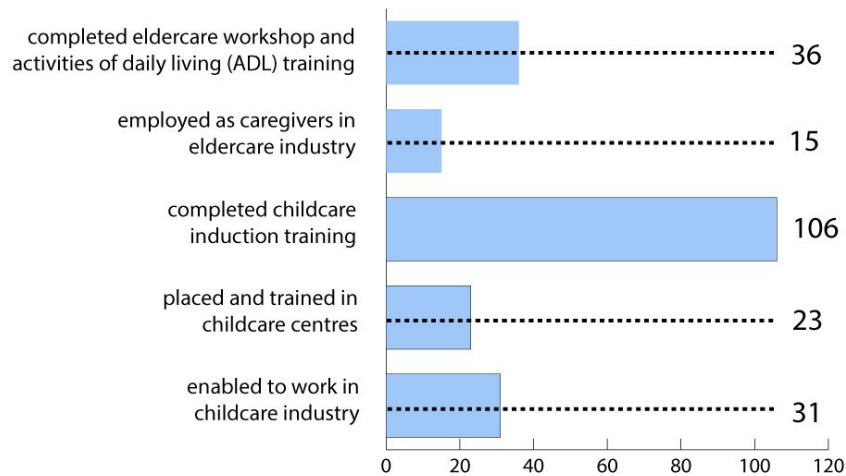
In 2018, AWARE also entered into an exciting collaboration with TSAO Foundation, which will see AWARE’s research on female caregivers being extended to the region. AWARE’s study on the impact of caregiving on the financial security of older informal female caregivers in Singapore will inform Tsao’s regional work, and our research will be replicated in more than five different Southeast Asian countries in 2019.

COLLABORATIONS

In November, AWARE came together with Singapore Council of Women’s Organisations (SCWO), Tsao Foundation and Singapore Muslim Women’s Association (PPIS) to form the Singapore Alliance of Women in Ageing (SAWA). SAWA promotes the independence, care, participation, dignity and self-fulfillment of older women. The launch of SAWA was attended by more than 150 policy makers, academics and other stakeholders, and graced by MP Foo Mee Har, who has called for CPF transfers from a working spouse to a non-working spouse to be made automatic in Parliament.

AWARE expanded its current collaboration with **J.P. Morgan and Daughters of Tomorrow** to train and place low-income women in the eldercare and childcare industries. In 2018, the programme trained close to 150 women and placed about 50 in caregiving jobs.

Low-income women trained and placed in 2018



POLICY ADVOCACY

AWARE advocated for more support for caregivers and older persons in our eighth annual national Budget recommendations: a budget for gender equality. We made specific recommendations to address women's risk of ageing into financial insecurity due to domestic and care labour. We also expressed support for a more redistributive tax system to finance social spending.

In February 2018, together with the Disabled People's Association, we called for the enactment of a comprehensive anti-discrimination legislation in our joint Employment Act Review submission. Disabled persons, as well as persons with caregiving responsibilities (mostly women), are often discriminated at all levels – in hiring, promotion and firing. Other key recommendations included enhancing maternity protection, allowing all employees to take paid eldercare or family care leave, and requiring employers to provide reasonable job accommodations for employees who acquire disabilities in the course of their employment.

The amendments to the Employment Act were passed in Parliament a few months later, and took into account some of our recommendations, including on wrongful dismissal. The MOM website now states that wrongful dismissals include dismissals on discriminatory grounds based on age, race, gender, religion, marital status and family responsibilities or disability. (This change, however, fell short of being legislated directly in the Employment Act.)

COMMUNITY

We embarked on our research into the cost of caregiving in Singapore with an **open dialogue session in April 2018**. One hundred caregivers attended our talks during the year, which covered will making, applying for Lasting Power of Attorney (LPA) and subsidies such as Medisave, Medishield and Medifund. We also provided a platform for multiple caregiver voices with our ongoing "Your Stories" series and #CareCounts campaign.

Catalyse Consulting

Striving for equality in the workplace



Catalyse Consulting is the corporate training division of AWARE. We inspire diverse and inclusive workplaces through our trainings on hot topics such as workplace harassment, diversity and inclusion and managing unconscious bias.

In addition to our employee trainings, we work with companies and educational institutions to develop their internal policies and codes of conduct. This expertise has enabled us to become the leading provider of workplace harassment training in Singapore.

An Exceptional Year

2018 was an exceptional year for Catalyse. We saw a surge in demand for our training workshops spurred on by the global #MeToo movement. It is encouraging that an increasing number of employers in Singapore share the mindset that prevention is better than cure.

Our **Managing Workplace Harassment** workshop, which covers both sexual harassment and workplace bullying, proved to be our most popular workshop. We saw an incredible 455% increase in the number of these workshops held in 2018 compared to 2017. This workshop explores the grey areas of harassment in the workplace and facilitates discussion based on real-life scenarios.

Diversity and Inclusion and **Unconscious Bias** were also of great interest to our clients. Our workshops encourage participants to be more self-aware of their biases and unpack their decision-making processes for key business actions, such as hiring.



OUR CLIENTS ARE FROM THESE INDUSTRIES:

- Finance
- Institutions of higher learning
- IT
- Media
- Retail

IMPACT

By encouraging employees to leverage their differences and bond through their similarities, we have helped our clients build cohesive, dynamic and effective organisations. Our trainings, talks and panel discussions reached almost 4,000 people last year. As all net profits go back to AWARE, Catalyse revenue is becoming a key source of funding for the organisation. The more successful Catalyse is as a business, the more we further AWARE's mission to achieve gender equality in Singapore.



TESTIMONIALS

- "The session was a good reminder of what actually constitutes harassment. The points about 'intention doesn't matter' and 'don't confront the harasser' were the main takeaways for me." - Lee Kuan Yew School of Public Policy on "Managing Harassment on Campus"
- "Prepared me to re-think some ingrained practices/habits." - Bartle Bogle Hegarty on "Managing Unconscious Bias Recruitment Process"
- "Great instructor, engaged the group and subject knowledge excellent!" - An international school on "Managing Professional Boundaries"

LOOKING FORWARD TO 2019

We expect the strong demand for Catalyse's services to continue throughout 2019, as companies increasingly understand the benefits of creating safe and respectful workplaces, and the importance of managing the risks of harassment in the workplace through education. We will continue to develop and expand our product offering to meet this demand. Particular areas of focus for 2019 will include strengthening the content of "Unconscious Bias" and "Diversity and Inclusion" workshops; developing workshops exclusively for men to promote gender equality; and creating new products that cover the intervention spectrum (from diagnosis to skill-building) to effectively address workplace harassment.

The Power Fund and GEC

Building the Future of Women's Rights



AWARE's Power Fund is Singapore's first national women's rights fund. Its grantees are emerging organisations and new initiatives that work with marginalised women and girls. The Power Fund prioritises projects that feature research and advocacy components, benefit marginalised communities, and/or involve collaboration with other organisations. There were 18 applications and a total of nine approved grantees, with the grant period running from March 2018 to March 2019.

Grantees received:

1. Financial support for their projects in the form of one-year grants (between \$5,000 and \$30,000)
2. National networking opportunities
3. Capacity-building training, such as
 - Theory of Change and Monitoring & Evaluation Advocacy 101
 - Financial Management and Governance Social Media
 - Project Management
 - Fundraising
4. Peer support: mutual learning and collaboration among advocates and exchange of diverse ideas and experiences

Our 2018 Grantees

LBTQ WOMEN

Brave Spaces

Brave Spaces works with professionals to address the needs of marginalised women. With the Power Fund, Brave Spaces partnered with AWARE to launch the Brave Helpline to support LBTQ women, conducting LBTQ-specific training for helpliners and counsellors. They also held a public workshop, "Cultivating emotional resilience" in November 2018.

The T Project

The T Project is a shelter and community centre for the transgender population in Singapore. With the

Power Fund, The T Project launched empowerment workshops, providing trans women with skills-based training on issues such as suicide awareness, mindfulness, communication and HIV/AIDS prevention. Connections made through the Power Fund also helped The T Project raise funds for its shelter rent.

"The funding has enabled The T Project to outreach to a larger audience. By doing so, we are able to bring our resources and services to community members who normally can't be reached."

- June Chua, Founder, The T Project

MINORITY WOMEN

Beyond the Hijab (BTH)

Beyond the Hijab is an online platform where Singaporean Muslim women share their stories. Prior to receiving the Power Fund, BTH had published three blog series. It has since doubled the number of blog series published, and hit more than 60,000 views on its website. BTH organised its first public event in December 2018 to celebrate contributors and supporters.

Crit Talk

Crit Talk provides a safe space for Muslims to discuss their experiences. With the support of the Power Fund, Crit Talk conducted five discussion workshops in 2018, and collaborated with more community partners. In November 2018, the group also held its first workshop on the topic of "Positive parenting for young Muslim parents".

Penawar

Penawar is a support group for Singaporean women raised in Muslim households. Penawar's Power Fund-facilitated support group sessions have attracted more than 10 regular participants. Anonymous anecdotes from each session were compiled in Penawar's first zine. The organisation also put on its first workshop on online harassment and support group facilitation, and an event on the theme of healing and community.

Women and Law in Islam (WALI)

WALI is an organisation that promotes gender equality in Islam. With the support of the Power Fund, WALI organised two talks and a joint Hari Raya celebration with other Power Fund grantees.

Aidha & Daughters of Tomorrow (DOT)

Aidha empowers female domestic workers through financial education, while DOT enables and empowers underprivileged women. With the support of Power Fund, Aidha and DOT collaborated to develop and deliver a 10-session financial literacy curriculum for low-income women.

Project X

Project X advocates for sex workers' rights in Singapore. Project X used its Power Fund support to successfully deliver its Human Rights Defender Programme and remain financially solvent. The programme equips leaders within the sex worker community with the knowledge and skills to end violence and discrimination against sex workers.

"The Power Fund was an essential co-funder for Project X's Human Rights Defender Program. It enabled us to provide scholarships to current and former sex workers to undertake the program, and to engage professional trainers in the fields of counselling, suicide intervention, financial literacy and many others."

- Vanessa Ho, Executive Director, Project X

YOUNG FEMINISTS

The Local Rebel

The Local Rebel is an intersectional feminist collective. With the support of the Power Fund, The Local Rebel launched and published 600 copies of its second zine (up from 300 copies of the first.) It also ran its first internship programme for young writers and designers, managed jointly with AWARE.

JOINT RESEARCH BY GRANTEES

The Power Fund has enabled the cross-fertilisation of ideas between grantees. This has led to the development of an independent joint research project between the four grantees working on Muslim women's rights (Beyond the Hijab, Crit Talk, Penawar and WALI). They have embarked on a research project on Muslim pre-marriage courses and are planning to present their findings in mid-2019.

GENDER EQUALITY IS OUR CULTURE

Growing Up Perempuan

AWARE's UN Women-funded Gender Equality Is Our Culture (GEC) project wrapped up in 2018 after five rewarding years. As part of GEC, we published *Growing Up Perempuan*, the sequel to *Perempuan: Muslim Women in Singapore Speak Out*. While *Perempuan* comprised essays and poems by Muslim women on the topics of sexuality, body image and culture, this second book is broader in scope, with 54 essays and interviews from a wide range of Muslim women in Singapore. *Growing Up Perempuan* is available at public libraries or can be purchased at all major bookstores and online from Ethos Books.

Single Parents' Rights

Standing Up for Single Parents



POLICY ADVOCACY

Our long-standing advocacy for the rights of single parents (under the campaign #asinglelove) paid off this year when the Ministry of National Development announced that it was lifting the debarment rule on purchase flats for divorced couples. Another significant policy change was the lifting of the time debarment on rental flats. Previously, divorced parents who sold their matrimonial flat after upon divorce were subject to:

- i. a three-year ban on purchasing subsidised flats (unless they had full care and control of all their children), and
- ii. a 30-month ban on renting from HDB

COMMUNITY

The photo exhibition "A Place Called Home" was launched at Intermission Bar in October 2018, attended by a hundred supporters and graced by MP Rahayu Mahzam. The exhibition featured five photo essays put together by individuals from single-parent families. These essays tackled a range of issues: the difficulties of getting stable, affordable housing after divorce; stereotypes about single-parent family life and relationships; and the burden of household chores and domestic responsibilities shouldered by single mothers. The photo exhibition continues to travel around Singapore in 2019.

We also continued to work closely with Parliamentarians, pushing for changes to housing policies. We organised an in-depth dialogue session on 15 November between 50 single parents and four Parliamentarians: Mr Louis Ng, Ms Rahayu Mahzam, Ms Anthea Ong and Associate Professor Walter Theseira.

GIVING SHELTER

With the help of a generous donor, we started the SHE Project in August 2018. The SHE Project provides single mothers with stable housing for a period of two years, as well as appropriate support and training from Daughters of Tomorrow – enabling women to build a path towards financial independence with little prescribed support and no judgment. The project currently houses three single mothers and three children, and will be expanding in 2019 to include more flats.

"A lot of trauma and problems were solved by moving here," said a SHE Project resident.

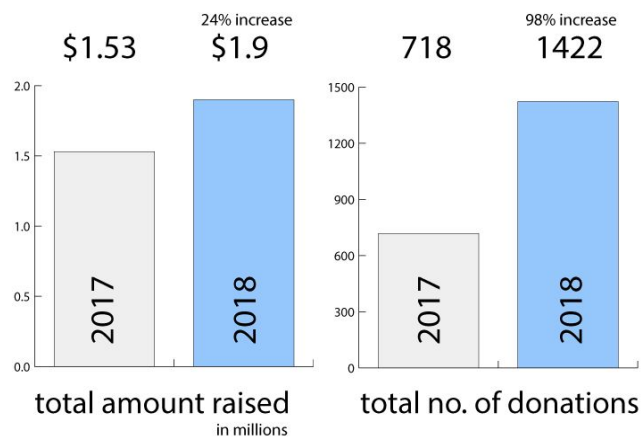
Fundraising and Constituency

Fueling AWARE's Efforts

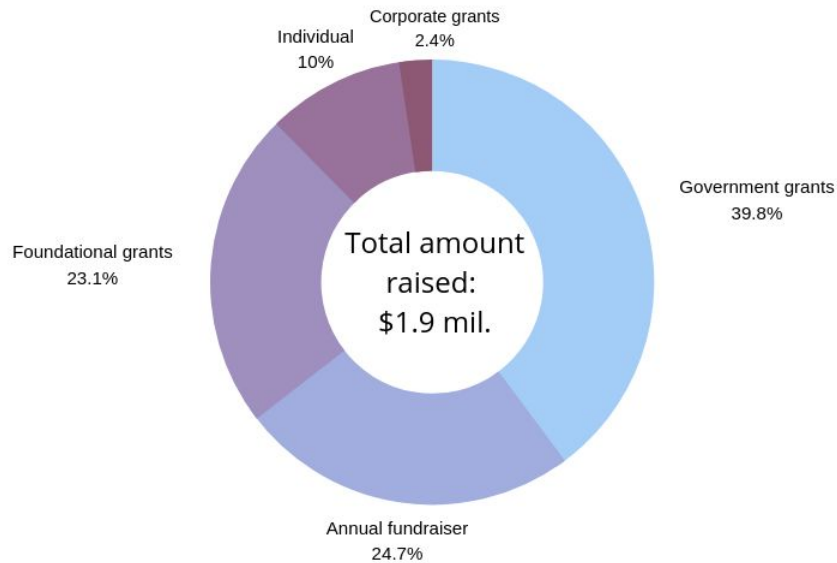


2018 was another excellent year for AWARE's fundraising efforts. AWARE raised \$1.9 million, thanks to our strong base of loyal supporters and a significant increase in new donors.

The total amount raised in 2018 was 24% more than that raised in 2017 (\$1.53M).



Fundraising sources in 2018

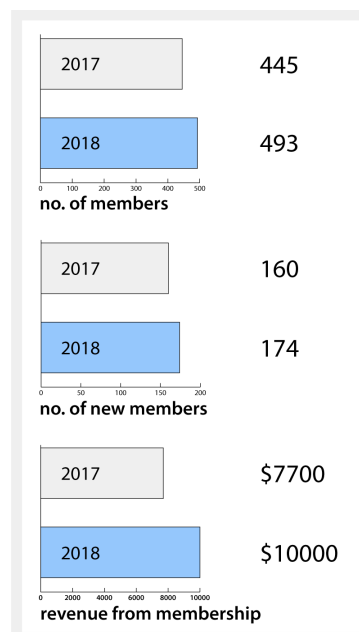


REVOLUTION BALL

The 2018 edition of AWARE's annual ball, the Revolution Ball, brought our fundraising to new heights! More than 500 supporters (many dressed for the occasion as justice warriors) raised close to \$470,000 – exceeding our target of \$450,000 – to support AWARE's programmes, services and Aim for Zero campaign to address sexual violence.

AWARE MEMBERS AND VOLUNTEERS

Membership



AWARE membership increased by 10%, while membership revenue increased by 30%.

ANNUAL GENERAL MEETING: NEW BOARD

More than 50 members attended AWARE’s Annual General Meeting to vote in a new board. Founding member and former journalist Margaret Thomas was elected as the new president. This AGM was historic as it marked the first time that our male members (associate members) could vote, after an amendment to AWARE’s constitution in 2016.

OUR AMAZING VOLUNTEERS

AWARE is what it is today because of the many interns and volunteers who invest their hearts, hard work and time with us. As part of our International Women’s Day 2018 celebrations, we threw a Volunteer Appreciation Party to express our thanks.

Thank you to all AWARE Supporters!

1,400 Donors, Members & Volunteers

A special thank you to the donors listed below, with additional gratitude to our Corporate Friend of AWARE, Expedia Group.

| \$50,000 and above | \$10,000 - \$49,999 | \$5,000 - \$9,999 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community Chest Care and Share Fund Lee Foundation Margaret Mary Wearne Charitable Trust Kwan Im Thong Hood Cho Temple Chen Su Lan Trust Tote Board President’s Challenge Uses Private Limited | Chew How Teck Foundation Tan Ean Kiam Foundation Kah Motor Co Sdn Bhd Hareesh Aswani Hong Leong Foundation KOP Properties | Dana Lam and Teo Teck Weng George Nast Women’s International Tennis Singapore Ang Fung Fung Hayden Majajas Coleads Business Consultants Pte Ltd Jason Moo Debbie Fordyce Trafigura Foundation Douglas John O’Loughlin Swift Heritage Pte Ltd Quantedge Foundation (Singapore) Ltd |

AWARE Staff and Board

People of AWARE

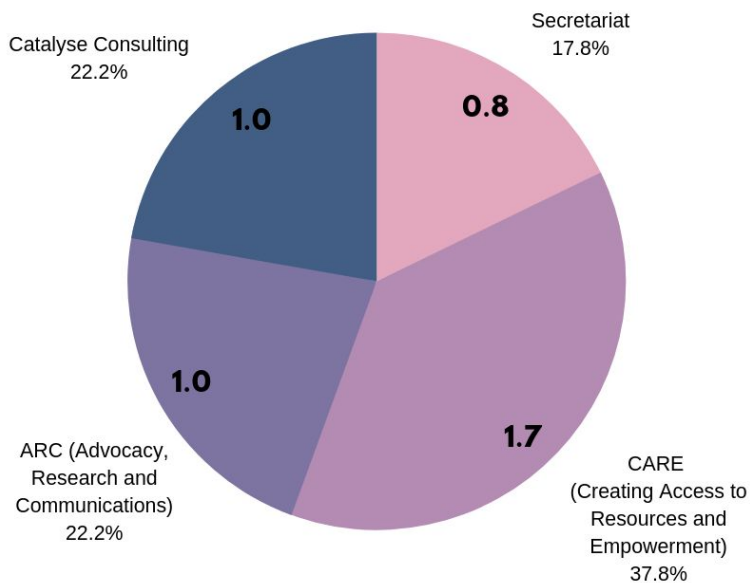


Staff Strength

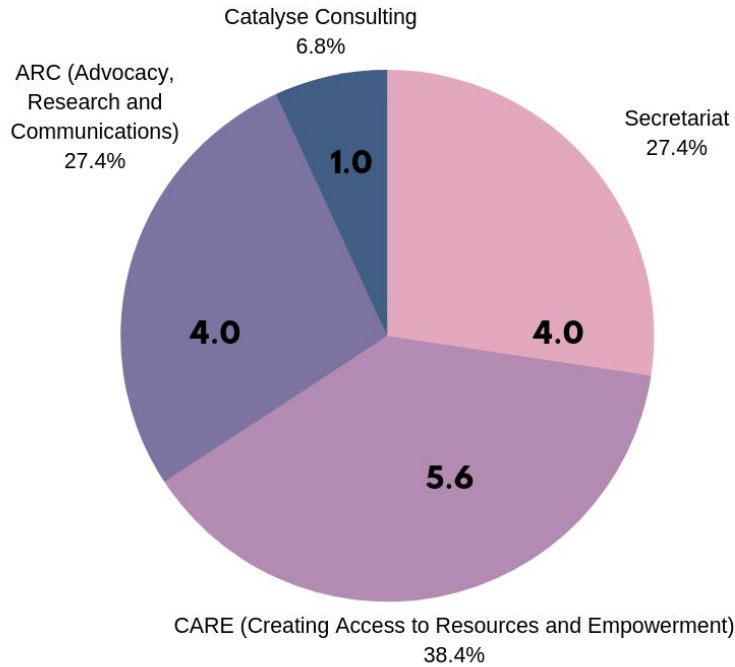
AWARE continued to grow in strength and capacity to meet the growing demand for its services, especially at its Sexual Assault Care Centre (SACC). Staff strength grew from 18.2 to 19.1 FTE (Full Time Equivalent).

As of 31 December 2018, the breakdown of the staff strength was as follows:

Managers (4.5 total)



Non-managers (14.6 total)



In 2018, AWARE also engaged paid consultants on a retainer, project or short-term basis.

Staff Development

Staff performance appraisals are carried out on a quarterly basis, with clear goals set at the beginning of each year. Managers check in with their staff regularly, and provide coaching and guidance to enable staff to achieve their goals. All staff are encouraged to continually develop their skills and knowledge by attending training workshops, courses and talks.

Senior Management



Corinna Lim
Executive Director

Corinna Lim is the first Executive Director of AWARE. Prior to taking on that role in 2010, Corinna practised law for more than 10 years in Allen & Gledhill, Khattar Wong & Partners and Koh Ong & Partners. She was also co-founder and CEO of a technology business that services the legal industry. Corinna has a Masters in Public Administration from Columbia University and is a Fulbright scholar.



Anisha Joseph
Head of CARE Services

A social worker by qualification, Anisha Joseph studied Criminology and Justice at Tata Institute of Social Sciences, India and worked with the NGO Commonwealth Human Rights Initiative on prison reform. Anisha also studied 'Mental Disability Law in practice' at Central European University and worked with prisoners with mental illness for her master's thesis.



Shailey Hingorani
Head of Advocacy, Research and Communications

Shailey Hingorani is AWARE's Head of Advocacy, Research and Communications. Previously, she worked on women's rights and child rights with the Open Society Foundations, Harvard's FXB Center for Health and Human Rights, the Indian Mission to the United Nations, Save the Children, and the Bloomberg Initiative. Shailey received a Master's in Public Administration from Harvard University. She also holds M.A. and M.Phil. degrees in political science and a B.A. in Journalism.

CORPORATE GOVERNANCE



ROLE OF THE BOARD

AWARE's board is committed to maintaining high standards of corporate governance and accountability to its stakeholders. Our stakeholders include the regulators, the clients we serve, our supporters (donors, members and volunteers), our partners, staff and the community at large.

The Board decides on the major strategic directions of AWARE, allocates financial resources, provides legal and financial oversight, reviews the performance of management, and ensures that the organisation serves its mission in accordance with its values. The Board meets almost every month to carry out its functions.

OUR BOARD



Board Members



Margaret Thomas
President

Margaret Thomas has held senior editing positions at *The Business Times*, *The Singapore Monitor* and *TODAY*, and was in the founding team of *AsiaOne*. In 1984/85, Margaret was a founder member of AWARE. Over the last three decades, she has served on many of its committees, and has been a member of its board since 2009. In 2003 she was a founder member of Transient Workers Count Too (TWC2).



Jasmine Ng
1st Vice-President

Jasmine Ng is a filmmaker and educator who has executive-produced and directed award-winning shorts, feature films and international broadcast work. She is President of SAMPP, the Singapore Association for Motion Picture Professionals. Jasmine has also conceptualised many cross-disciplinary works for social causes, including civic awareness projects such as IPS PRISM for the Institute of Policy Studies, and the BOTH SIDES, NOW installation project, which explored death and dying with the support of Lien Foundation.



Valerie Gan Garry
2nd Vice-President

Valerie Gan Garry worked in the telecommunication industry for over 10 years, holding various sales and leadership positions. She is actively involved with AWARE's fundraising events, and project-managed the renovation of the AWARE Centre. Now a full-time mother, Valerie's vision of gender equality is strengthened by her supportive husband. They want their little girl to be given an equal opportunity to achieve whatever she wants in life.



Jean Low
Treasurer

Jean Low is currently CFO of JustCo, a co-working space operator. Previously, she was Director of Finance at United World College of South East Asia, CFO at Mapletree Greater China Commercial Trust and Head of Risk Management at Mapletree Investments. She is a Fellow of the Institute of Chartered Accountants in England & Wales. An AWARE member since 2009 and board member since 2016, Jean cares deeply about education and gender equality



Wynthia Goh
Assistant Treasurer

Wynthia Goh is the Head of Omnichannel at NTUC Enterprise. Previously, she led regional digital teams for Nokia, eBay, Avaya, SAP and Aviva, holding roles in product management, business development, venture investment, digital strategy and marketing. Wynthia has a master's in Public Policy from the State University of New York and is a Fulbright Scholar. An AWARE member since 2009, Wynthia is also on the Women in Fintech subcommittee of the Singapore Fintech Association.



Penny Shone
Secretary

Born in New Zealand, Penny Shone has been a resident of Singapore since 1985, and an AWARE member for 20 years. Her career has unfolded in both the public and private sectors. Most recently, she led international communications for General Electric. Prior to that, she was a managing director at Citigroup for 12 years, leading the company's public affairs, communications and citizenship strategies across Asia Pacific. This included the supervision of 20,000 volunteers and \$18 million in annual grants to NGOs.



Kay Omar
Board Member

Kay Omar is a Practicum and Supervision Manager in a private school, specialising in the Master in Counselling (Advanced). Previously, she worked for 12 years as a wedding planner. Kay started volunteering with AWARE in 2014 as a helpline. She has also been volunteering with LGBT community organisation Oogachaga since 2012, co-facilitating a women's support group and helping to manage the 2017 Oogachaga Charity Gala, among other activities.



Ong Soh Chin
Board Member

Ong Soh Chin is the Asia-Pacific Editor and Speechwriter with the global editorial team at Shell. A veteran journalist and editor who has covered the arts, entertainment, fashion, beauty, lifestyle, politics and current affairs in her career, she previously worked on different desks at *The Straits Times*, where she wrote regularly about gender equality.



Teh Hooi Ling
Immediate Past President

Teh Hooi Ling spent 22 years at *The Business Times* writing award-winning investment columns, later compiled into the best-selling *Show Me the Money* book series. She left SPH in 2013 and co-founded an asset management firm. In 2017, she set up her own no-management fee fund, Inclusif Value Fund. Hooi Ling became secretary of AWARE's board in 2014 and president in 2016. She also sits on the board of Kampung Senang Charity and Education Foundation, as honorary secretary then vice president.

Financials and Governance



Financial Report

AWARE ended 2018 with a surplus of \$301,261 (2017: -\$80,448). It had an income of \$2,514,307 (2017: \$1,815,770) and incurred expenses amounting to \$2,213,046 (\$2017: \$1,896,218).

AWARE's total funds at the end of 2018 were \$3,990,406 (2017:\$3,689,145).

[View the audited financial statements here.](#)

Statutory Information and Governance Compliance

AWARE consistently works towards improving its governance, transparency and risk-management practices. To this end, in 2018, we effected a change of auditors, enhanced our disclosures in the annual report and strengthened our HR capacity. AWARE is generally compliant with the Code of Governance (2017). View the annexes below for Statutory Information and Governance Evaluation Checklist.

ANNEX I: Statutory Information

| | | |
|----|---------------------------------------------------|-----------------|
| 1. | National Council of Social Service (NCSS) | Full Member |
| 2. | Singapore Council of Women's Organisations (SCWO) | Ordinary Member |

Registration

| | |
|--------------------|------------------------------------------------|
| Registered address | Block 5 Dover Crescent #01-22 Singapore 130005 |
| Financial Year | 31 December |

| | Registration Number | Date of Registration |
|-------------------------------------|---------------------|---------------------------------|
| Registry of Societies (ROS) | 188/85CAS | 25 November 1985 |
| Commissioner of Charities | 1871 | 23 March 2005 |
| Institute of Public Character (IPC) | 000025 | 1 September 2018 to 31 Aug 2020 |
| Unique Entity Number | S85SS0089B | 1 January 2009 |

| | |
|-----------------|----------------------------------------------------------------|
| Board | More information here and here |
| Auditors | Helmi Talib & Co |

Review

Staffing: [Staff are recruited locally.](#)

No. of Top Executives above \$100,000 remuneration band (including CPF and bonus): 1

There are no paid staff who are close members of the Executive Head or Board members who received more than \$50,000 during the year.

Remuneration of Board Members

No board member has received any remuneration for their board services in 2018.

Reserves Policy

Our reserves position:

| | Current Year (S\$) | Previous Year (S\$) | per cent Increase / (Decrease) |
|--------------------------------|--------------------|---------------------|--------------------------------|
| Unrestricted Funds | 2,646,321 | 2,165,381 | 22.21% |
| Restricted / Designated Funds: | 1,344,085 | 1,523,764 | (11.79)% |

| | | | |
|-------------------------------------------------------------------|-----------|-----------|---------|
| Total Funds ¹ | 3,990,406 | 3,689,145 | 8.17% |
| Annual Operating Expenditure | 2,213,046 | 1,896,218 | 16.71% |
| Ratio of Funds to Annual Operating Expenditure² | 1.80 | 1.95 | (7.69%) |

The Reserves Policy adopted by AWARE is as follows:

To maintain its reserves at a level which is at least equivalent to 12 months worth of annual operating expenditure in view of the 12-month lead time for grants to be approved and disbursed

The reserves will be used in the following manner:

- a. Maintain reserves in fixed deposits with an established bank or finance company for the next 12 months.
- b. The Board regularly (**half year**) reviews the amount of reserves that are required to ensure that they are adequate.
- c. The reserves shall not be utilised except with the approval of the President and Treasurer / Assistant Treasurer, and only when the cashflow falls below 3 months of the monthly operating expenses.

Whistleblowing Policy

AWARE has adopted a whistleblowing policy (publicised on its website) whereby people can report misdemeanours to whistleblowing@aware.org.sg.

Conflict of Interest Policy

AWARE has in place documented procedures for Board Members and staff. Board and staff are required to declare actual or potential conflict and to abstain from participating in decision making and discussions on such matters.

¹ Total funds include unrestricted, restricted and designated funds.

² **Annual Operating Expenditure includes direct costs and administrative costs.**

ANNEX II: Compliance with Code of Governance for Charities and IPCs

Governance Evaluation Checklist for AWARE (1 Jan 2018 – 31 Dec 2018) Enhanced Tier

| S/No. | Description | Code ID | Response | Remarks |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|---------|
| BOARD GOVERNANCE | | | | |
| 1 | Induction and orientation are provided to incoming Board members upon joining the Board. | 1.1.2 | Complied | |
| | Are there Board members holding staff appointments? (Skip items 2 and 3 if "No") | | No | |
| 4 | There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). | 1.1.7 | Complied | |
| 5 | All Board members submit themselves or re-nomination and re-appointment, at least once every three years. | 1.1.8 | Complied | |
| 6 | The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter. | 1.1.12 | Complied | |
| | Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No") | No | | |
| 8 | There are documented terms of reference for the Board and each of its Board committees. | 1.2.1 | Complied | |
| CONFLICT OF INTEREST | | | | |
| 9 | There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. | 2.1 | Complied | |
| 10 | Board members do not vote or participate in decision-making on matters where they have a conflict of interest. | 2.4 | Complied | |

| STRATEGIC PLANNING | | | | |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 | The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives. | 3.2.2 | Complied | |
| HUMAN RESOURCE AND VOLUNTEER MANAGEMENT | | | | |
| 12 | The Board approves documented human resource policies for staff. | 5.1 | Complied | |
| 13 | There is a documented code of conduct for Board Members, staff and volunteers (where applicable), approved by the Board. | 5.3 | Complied | |
| 14 | There are processes for regular supervision, appraisal and professional development of staff. | 5.5 | Complied | |
| | Are there volunteers serving in the charity? (Skip item 15 if "No") | | Yes | |
| 15 | There are volunteer management policies in place for volunteers. | 5.7 | Complied | |
| FINANCIAL MANAGEMENT AND INTERNAL CONTROLS | | | | |
| 16 | There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity that are not part of its core charitable programmes. | 6.1.1 | Partially complied | No explicit policy at the moment although the current Table of Authorisation would generally not allow such transactions to be made without board approval. We will introduce an explicit policy shortly. |
| 17 | The Board ensures that internal controls for financial matters in key areas are in place with documented procedures. | 6.1.2 | Complied | |
| 18 | The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted. | 6.1.3 | Complied | |
| 19 | The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks. | 6.1.4 | Complied | |

| | | | | |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------|----------|---------------------------------------------|
| 20 | The Board approves an annual budget for the charity's plans and regularly monitors its expenditure. | 6.2.1 | Complied | |
| | Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No") | | Yes | The charity invests only in fixed deposits. |
| 21 | The charity has a documented investment policy approved by the Board. | 6.4.3 | Complied | |
| FUNDRAISING PRACTICES | | | | |
| | Did the charity receive cash donations (solicited and unsolicited) during the year? (Skip item 22 if "No") | | Yes | |
| 22 | All collections received (solicited and unsolicited) are properly accounted for and promptly deposited by the charity. | 7.2.2 | Complied | |
| | Did the charity receive donations-in-kind during the year? (Skip item 23 if "No") | | Yes | |
| 23 | All donations-in-kind received are properly recorded and accounted for by the charity. | 7.2.3 | Complied | |
| DISCLOSURE AND TRANSPARENCY | | | | |
| 24 | The charity discloses in its annual report: i) Number of Board meetings in the year, and ii) Individual Board member's attendance. | 8.2 | Complied | |
| | Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No") | | No | |
| | Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No") | | Yes | |
| 27 | No staff is involved in setting his or her own remuneration. | 2.2 | Complied | |

| | | | | |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------------------------------------------------------------------------------|
| 28 | <p>The charity discloses in its annual report:</p> <p>i) The total remuneration (including any remuneration received in its subsidiaries), for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000, and</p> <p>ii) If any of the three highest-paid staff also serves on the Board of the charity.</p> | 8.4 | Complied | This is disclosed in the Audited Statements which are part of the Annual Report. |
| 29 | The Charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year. | 8.5 | Complied | |
| PUBLIC IMAGE | | | | |
| 30 | The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms. | 9.2 | Complied | |