

ANNUAL REPORT 2023



aware 

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KEY INFORMATION

AFFILIATION

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 2023

	REGISTRATION NUMBER	DATE OF REGISTRATION
Registry of Societies (ROS)	188/85CAS	25 November 1985
Commissioner of Charities	1871	23 March 2005
Institution of Public Character (IPC)	000025	1 September 2022 to 31 Aug 2024
Unique Entity Number	S85SS0089B	1 January 2009

Board	More information here
Auditors	Helmi Talib LLP
Lawyers	Wong Partnership, Genesis Law Corporation
Valuer	FSC Valuers
Banks	Standard Chartered Bank (Singapore) Limited, United Overseas Bank, CIMB Bank

Report cover illustrator:
Lai HuiLi

ABOUT AWARE

AWARE (Association of Women for Action and Research) is Singapore’s leading women’s rights and gender equality advocacy group.

Established in 1985, AWARE understands that systemic and cultural factors limit individual choices. Our mission is to cultivate a society where everyone, regardless of gender, can realise their full human potential.

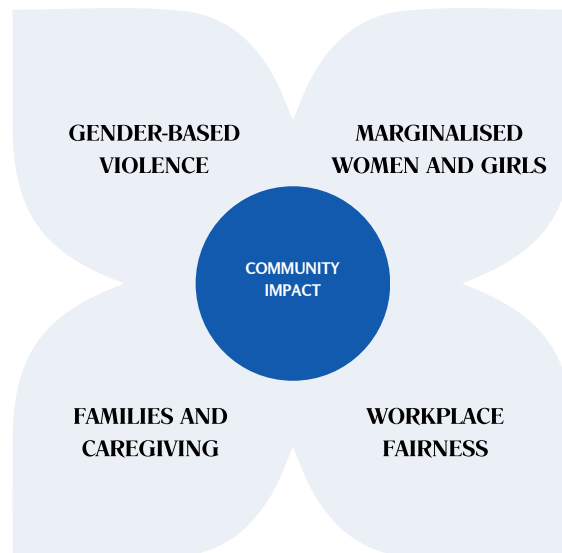
To effect lasting change, we adopt a comprehensive approach that targets individuals, community, organisations and the government. Through education, outreach, and awareness campaigns, we have begun the work of creating a more equitable and inclusive world, ensuring that the garden of gender equality continues to thrive.



2022-2024 strategy

In this year's annual report, we embrace the flora theme, symbolising growth, vitality, and interconnectedness inherent in our mission. Just as a flower thrives in a nourishing garden, our progress in gender justice is fuelled by community involvement and collective action.

Some of the wins celebrated this year have been years in the making; for example, we've been advocating for improved parenting leave since 2011 and have been providing support and speaking up for those struggling with workplace harassment and discrimination through our advisory service since 2019.



This theme embodies the cyclical journey of advocacy: from the seeds of awareness sown through our work to the blooming of individual actions, collective voices, and ultimately, policy changes that drive positive societal shifts.

Beyond the vibrant petals lies the recognition that our efforts create fertile ground for future generations of activists and advocates, ensuring that the seeds of change continue to be planted and nurtured.

FROM OUR PRESIDENT

Dear Members, Colleagues, Partners and Donors,

2023 marked another year of progress towards creating a more gender equal world.

During this period, AWARE marked a significant milestone with the passing of the Women's Charter (Family Violence and Other Matters) Amendment Act. This update expanded the existing definition of family violence to explicitly include sexual, and emotional or psychological abuse, offering greater measures of protection for victim-survivors.

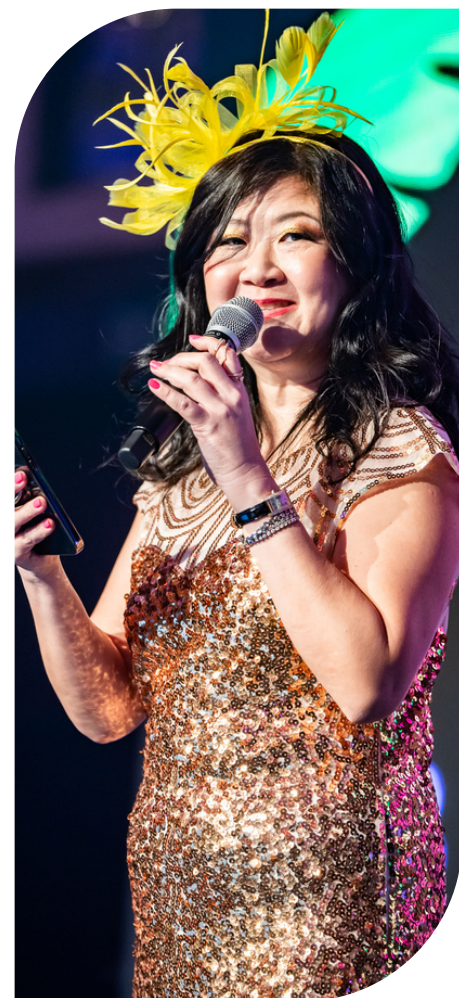
Additionally, we welcomed the doubling of paternity leave and the introduction of enhanced procedures for the enforcement of maintenance orders (under the Family Justice Reform Act), both of which we have long advocated for. However, dismantling systemic inequalities requires more than just changing laws.

Making significant progress often demands challenging societal norms and behaviours. Your continuous support empowers us to foster individuals and organisations as change agents. In 2023, we established our S.P.A.C.E department, a community engagement and partnerships team at AWARE. Through critical conversations, we aim to inspire mindset shifts and encourage individuals to step up, call out injustices, and drive change in our ongoing pursuit of a just and equitable society.

In 2024, we will continue our efforts to address issues such as sexual violence, coercive control, and support for transnational spouses. We are also dedicated to advocating for the best Workplace Fairness Legislation possible.

We invite you to join us in our continued efforts to build a future where everyone can thrive, regardless of gender.

Ong Soh Chin
President (2022-2024)





aware
2023
IMPACT
AT A GLANCE

POLICY WINS

Change doesn't happen overnight. In 2023, AWARE saw policy changes that we have been advocating for, for years, including:

4 weeks
Parental Leave

AWARE's first survey showing Singaporeans wanted longer paternity leave was in 2011

Maintenance Orders

Since 2010, we have actively advocated for stronger enforcement of maintenance orders

Family Violence

The expansion of the definition of family violence was a huge win for Singapore

DIRECT SERVICES

4,085

Total contacts made

3,378

Total clients supported

1,944

Total counselling sessions

127

Legal clinic sessions

FUNDRAISING AND REVENUE GENERATION

\$2.99M

raised in 2023

5.1%↑

increase from 2022

With the generous support of AWARE's community of donors, we raised a total of \$2.99 million in 2023.

COMMUNITY OUTREACH & ENGAGEMENT

1,094

People have participated in an AWARE workshop or attended/participated in an S.P.A.C.E event

388

People have taken action based on knowledge gained from AWARE, joined us a volunteer, or shared/referred our work



Gender-based Violence

Gender-based violence remains a core advocacy issue at AWARE.

We undertook research on coercive control, a form of domestic violence, as well as media representations of gender-based violence and violence against women media practitioners.

We also conducted our annual analysis of technology-facilitated sexual violence cases seen by AWARE's Sexual Assault Care Centre.



COERCIVE CONTROL

We celebrated the expansion of the family violence definition in the Women's Charter (Family Violence and Other Matters) Amendment Act, which now explicitly covers sexual, emotional, and psychological abuse and recognises that abuse can be a pattern of behaviour.

Our efforts to raise greater awareness around the issue culminated in the introduction of 'coercive control' to the national lexicon when Minister of State Sun Xueling clarified that the new expanded section includes coercive control. She also gave examples of controlling behaviours in her parliamentary speech.

In response to the passing of the Act, we published [a statement](#) and [an op-ed](#) highlighting the significance of these legislative changes. Additionally, we discussed ways to strengthen support for survivors and foster deeper societal conversations on this issue.

Currently, we are conducting a research project to better understand the experiences of survivors of coercive control, the impacts they face, and the resources available to them. The findings from this research are expected to be released at a later date and will advocate for better support for survivors who have experienced such violence.

UNDERSTANDING COERCIVE CONTROL

Coercive control is a pattern of threats, humiliation, intimidation, isolation, regulation, monitoring, and/or assault. These acts are designed to make a person—often an intimate partner or family member—subordinate to and/or dependent on the perpetrator.

Examples of coercive control:

- Continuously insulting you, resulting in you feeling ashamed, belittled, intimidated or humiliated
- Stalking or monitoring your movements, e.g. tracking you through mobile apps, constantly calling you, turning up at your workplace
- Threatening you or manipulating you to do things that you don't want to, e.g. your partner threatening to hurt you if you see family members
- Controlling your access to finances and making important financial decisions without your consent

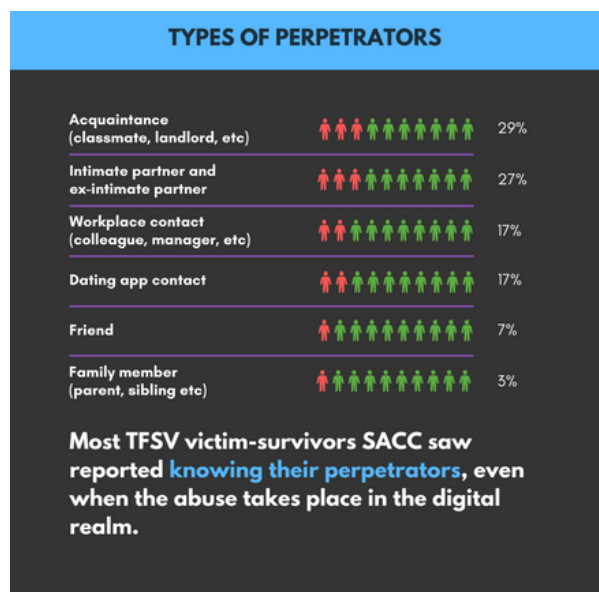
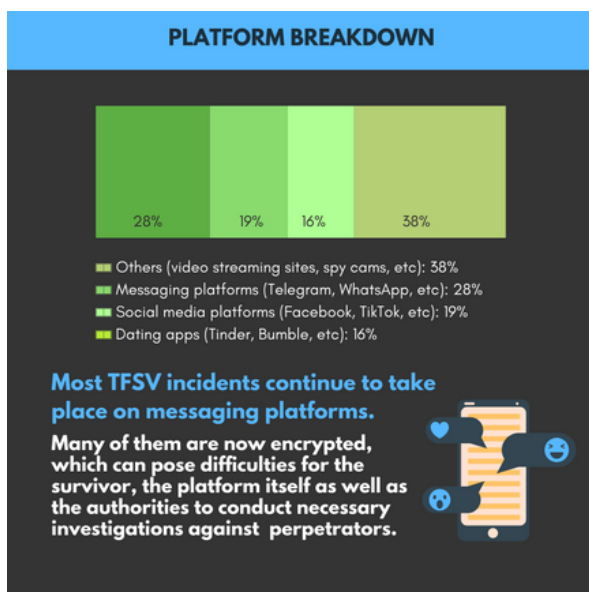
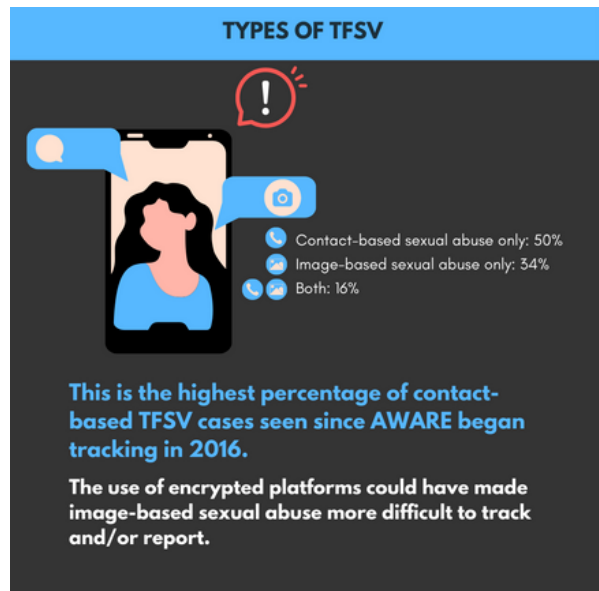
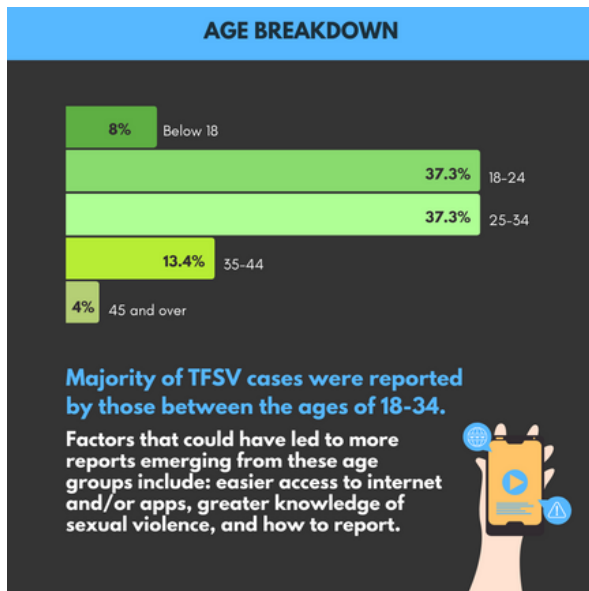
Understanding what coercive control is is important, as it allows people to identify the signs and empowers them to seek support for themselves or offer support to those around them who are experiencing it. [Learn more about coercive control here.](#)

TECHNOLOGY-FACILITATED SEXUAL VIOLENCE (TFSV)

AWARE released its annual analysis of technology-facilitated sexual violence (TFSV) cases attended to by our Sexual Assault Care Centre in 2022.

This report showed that half of new technology-facilitated sexual violence (TFSV) cases involved contact-based sexual violence. The report also found that image-based sexual abuse (IBSA) decreased from 50% to 30%.

[View our full report here.](#)



COLLABORATION WITH PMA ON GENDER IN MEDIA

Over the course of six months, AWARE partnered with the Public Media Alliance (PMA) on their initiative to better understand how gender-related issues, such as the depiction of violence against women and girls in the media and the violence faced by women media practitioners (e.g. harassment), are tackled in the media landscape of various Southeast Asian countries, including Singapore.

As part of this project, we interviewed local media practitioners and non-governmental organisations (NGOs) to gain a sense of existing practices within the Singapore media scene.

A media situation report containing findings from Indonesia, Malaysia, the Philippines, Singapore, and Thailand was subsequently launched in December.

This report provided a snapshot of the existing gaps in these countries' newsroom practices and made recommendations on how gender sensitivity can be further promoted.


Relatedly, AWARE contributed to the crafting of a set of action plans aimed at strengthening gender-sensitive reporting and facilitating collaborations between media houses and NGOs.



MARGINALISED WOMEN & GIRLS

Existing systems of inequality often create and perpetuate disproportionate violence and discrimination against those at the intersections of gender, class, ethnic identity, disabilities, and other identity characteristics.

As part of our work to bring the issues that these groups face to the forefront, we focussed on transnational families in 2023.



TRANSNATIONAL FAMILIES

In collaboration with the South Central Community Family Service Centre, we kicked off our research project to learn about transnational families' needs and challenges, as well as their goals and aspirations.

Interviews with these families and case workers have surfaced various issues, such as financial challenges and limited housing options, that largely stemmed from migrant family members' immigration status.

Our in-depth findings will be published in a research report expected to be published later in 2024.

FAMILIES, CAREGIVING, AND AGEING

Juggling work and caregiving responsibilities is a delicate balancing act, especially for families with limited resources, such as low-income and/or single-parent families, as well as individuals caring for their elderly parents.

Despite the introduction of various measures to support caregivers and shifts in attitudes towards gendered roles over time, the burden of caregiving continues to fall disproportionately on women's shoulders. This is particularly pronounced for the current sandwich generation in Singapore's rapidly growing ageing population.

At the same time, the fabric of our society continues to be made up of increasingly diverse family types, including divorced households, the majority of which are women-headed. In the absence of a partner's support, these families face unique barriers to achieving stability in their lives.

Taking all these into consideration, we furthered our advocacy efforts by calling for better support for older women, working parents, and those who seek to enforce their maintenance orders.

ENFORCEMENT OF MAINTENANCE ORDERS

AWARE welcomed the 2023 Family Justice Reform Act, aimed at strengthening the enforcement regime for maintenance orders, following many years of advocacy and engagement with policymakers.

The announced measures included the establishment of a new unit of Maintenance Enforcement Officers (MEOs). The MEOs are empowered to proactively seek financial information from entities such as the Central Provident Fund, the Inland Revenue Authority of Singapore, and banks.

This will assist claimants and also enable the courts to differentiate between people who refuse to pay maintenance and those who cannot pay it. MEOs are also able to refer applicants to social service officers for financial assistance.

This is a step in the right direction, and we look forward to the operationalisation of these new provisions.

INCREASE OF PARENTAL LEAVE

In February 2023, AWARE celebrated the doubling of paid paternity leave from two weeks to four weeks, following a previous increase from one week to two weeks in 2017.

We have advocated for increasing paternity leave since 2011, including recent calls from our Executive Director, Corinna Lim, for the equalisation of paternity leave in her 2021 [SR Nathan lectures](#).

In response to this move, we wrote two op-eds—[one in February](#) and [one in October](#)—urging fathers to utilise this leave and companies to create a supportive environment that would enable their employees to do so.

SINGAPORE ALLIANCE FOR WOMEN IN AGEING

AWARE has long been concerned about the rapid ageing of Singaporean women and has advocated for better support for this group since as far back as 2005.

To address the lack of focus on older women in the government's White Paper on Singapore Women's Development, the Singapore Alliance for Women in Ageing (SAWA), comprising AWARE, the Singapore Council of Women's Organisations, the Singapore Muslim Women's Association (PPIS), and the Tsao Foundation, conducted focus group discussions in 2022 and 2023 with older women to understand their concerns.

This initiative resulted in the report titled '[Older Women's Responses to the White Paper on Singapore Women's Development](#),' highlighting challenges faced by older women in employment, caregiving, and more.

The report was recognised as the runner-up for the 2023 APEC Healthy Women, Healthy Economies Research Prize.

WORKPLACE FAIRNESS

Progressive workplaces are essential to AWARE's mission of gender equality.

When women are protected from harassment and discrimination, given equal career growth opportunities as men, and have their caregiving responsibilities taken into consideration at their workplaces, they can achieve economic equality with men and truly thrive.

In 2023, AWARE continued to work with various stakeholders to drive awareness, action, and change amongst Singapore's workplaces.

This section dives into AWARE's ongoing advocacy for fairer, safer, and more inclusive workplaces. From thought leadership in national employment legislation and policies, to helping companies create and implement progressive internal practices, we have been tackling this crucial issue from multiple angles.

STRENGTHENING WORKPLACE PROTECTIONS

In 2023, AWARE intensified its efforts to address workplace harassment. It advocated for a robust Workplace Fairness Legislation (WFL), slated for introduction in the second half of 2024.

This included engagements with government representatives, including the Minister of Manpower, Dr. Tan See Leng, and the production of significant reports and op-eds, building upon our ongoing commitment to combat workplace discrimination.

Our position on the WFL was comprehensively set out in our March 2023 80-page position paper titled '[Beyond Fairness](#)', advocating for strong anti-discrimination legislation.

The Tripartite Committee On Workplace Fairness released its [final report](#) with recommendations for the WFL in August 2023.

We were pleased to see the following included in the final report:

- Introduction of an explicit definition for discrimination
- Expansion of protected characteristics to include mental health and caregiving responsibilities
- Extension of the definition of pregnancy to encompass breastfeeding mothers and individuals desiring to have children
- Comprehensive protection throughout the employment cycle, from recruitment to the point of departure
- Imposition of penalties for errant employers

However, we were disappointed by omissions such as:

- The lack of protection for sexual orientation and gender identity
- The exemption of small companies from the WFL
- Failure to legally require employers to take steps to prevent harassment in the workplace

WORKPLACE FAIRNESS IN THE MEDIA

Apoorva Shukla, AWARE's Workplace Harassment and Discrimination Advisory (WHDA) Senior Executive, and our consultant, Daryl Yang, were interviewed on the [socialservice.sg podcast](#) about the Beyond Fairness report as well as the larger efforts to tackle workplace discrimination.

Apoorva also appeared in [a video by Vidsee](#) alongside two survivors of workplace harassment to share WHDA's experiences assisting survivors of harassment and how we can prevent and address this issue moving forward as a society.



Apoorva Shukla (centre) speaking with Vidsee

In addition, various op-eds and forum letters were written to draw attention to workplace harassment and discrimination that must be kept top of mind for the WFL:

- [Workplace fairness proposals could be fairer](#), The Straits Times, 22 March 2023
- [“Your Say: Mediation can be counterproductive for victims of workplace discrimination”](#), Today, 2 April 2023
- [Turns out few understand maternity discrimination in Singapore](#), Channel News Asia, 14 May 2023
- [“Forum: Under-reporting workplace discrimination a far greater concern”](#), The Straits Times, 21 June 2023
- [“Harassment in the workplace and the problem with some employers”](#), The Straits Times, 6 September 2023

To further engage the public on creating inclusive workplaces that enable both employers and employees to thrive, we held a virtual panel on August 17 titled [‘For Good Reason: A Panel on Workplace Accommodations’](#), where a total of 50 people attended.

WHDA IN NUMBERS

Our Workplace Harassment and Discrimination Advisory (WHDA) provides bespoke and confidential emotional and practical support to workers facing discriminatory or harassing behaviours.



WHDA completed four full years of operation in 2023. The service attended to a total of 252 cases in 2023, down by 4.9% from 2022. Despite the decrease in overall figures, the number of workplace discrimination cases increased for the second consecutive year.

Increased media coverage of the upcoming WFL may have led to more awareness and encouraged survivors of discrimination to reach out for support.

WHDA CLIENT TESTIMONIAL

When I went through sexual harassment and subsequent retaliatory behaviour at my company, it was hard to define those experiences on my own.

I think having someone tell me that certain actions are indeed harassment or retaliatory is very helpful, especially when I trust their expertise in the matter.

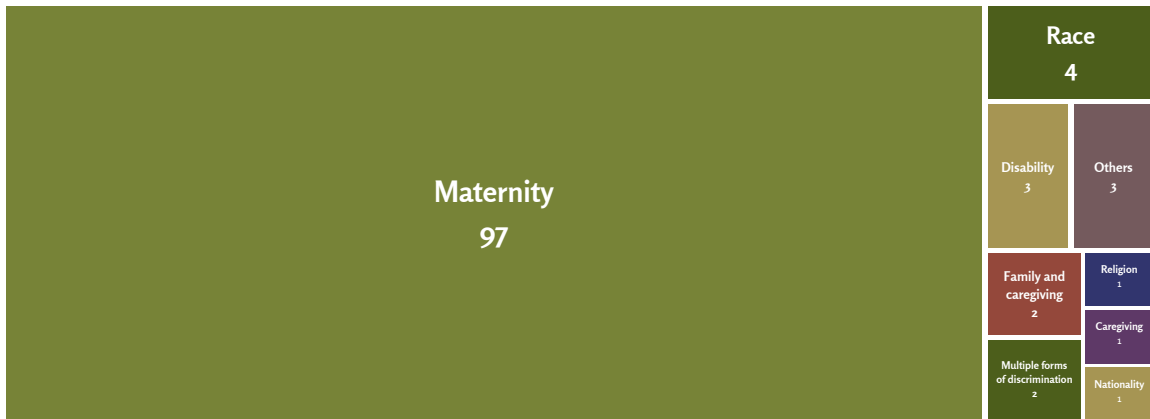
I feel relieved and more confident in dealing with my situation at work after a phone call with WHDA.

WHDA 2023 CASES BY ISSUE



- Discrimination (45.2%)
- Workplace harassment/bullying (23.4%)
- Workplace sexual harassment (22.2%)
- Others (6.7%)
- Salary-related (2.4%)

BREAKDOWN OF DISCRIMINATION CASES



- Maternity (85.1%)
- Race (3.5%)
- Disability (2.6%)
- Others (2.6%)
- Family and caregiving responsibilities (1.8%)
- Multiple forms of discrimination (1.8%)
- Religion (0.9%)
- Caregiving (0.9%)
- Nationality (0.9%)

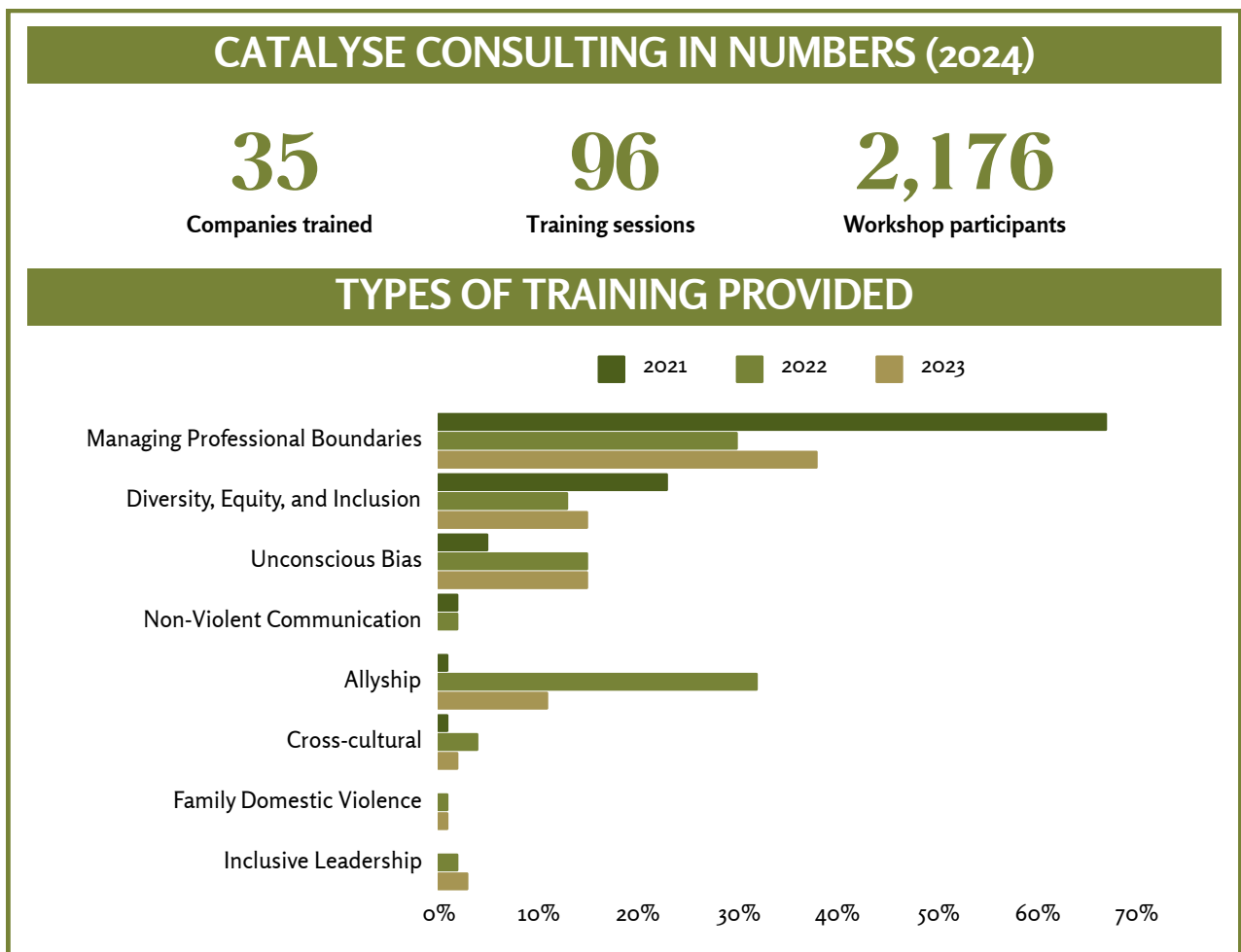
CATALYSE CONSULTING

Catalyse, the corporate training and consulting arm of AWARE, empowers organisations to create Respectful, Inclusive, Safe, and Equitable (RISE) workplaces.

Catalyse’s tailored approach ensures that its initiatives and programmes resonate deeply with each organisation, fostering meaningful and sustainable change.

The team experienced key departures in early 2023, which has led to significant transformations over the past year. This evolution led Catalyse to diversify its services, from a primary focus on training to three key pillars:

- Harassment Prevention Consulting
- Diversity, Equity and Inclusion
- Training, Coaching and Development



HARASSMENT PREVENTION

Catalyse's Harassment and Discrimination Prevention Consulting services offer a comprehensive approach, including policy review and drafting, grievance handling, investigation coaching and advisory, independent investigations, one-on-one coaching, and facilitated conversations.

Adapting to the dynamic legislative landscape, the team is primed to guide organisations through changes, ensuring compliance whilst proactively fostering fair and inclusive workplaces.

CASE STUDY

Workplace Harassment Investigation

The Catalyse team was approached by an organisation seeking urgent support to address a case of workplace harassment.

The advisory service began with training and equipping the investigation team and disciplinary hearing committee to conduct fair, thorough, sensitive, and unbiased investigations and hearings for the current case and future complaints.

The Catalyse team then provided ongoing expert advice on process and procedural issues that arose during the investigation and case hearing. Additionally, the Catalyse team offered comprehensive feedback on the documents developed at each stage, including the final report and result letters, to ensure their effectiveness while being trauma-informed.

The team attended the disciplinary hearing committee, ensuring a balanced and fair procedure that considered the interests of all parties and complied with the client's policy.

The case had a successful outcome, with accountability for the responding party involving our team's corrective coaching as well as an apology and acknowledgement from the responding party.

The clients were also empowered to conduct their own investigation and disciplinary proceedings.

DEI CONSULTING

In 2023, Catalyse expanded its DEI Consulting service to address the growing demand for tailored initiatives and programmes that drive measurable progress towards equity and inclusion.

Their approach utilises an evidence-based and data-driven approach to inform strategic roadmaps and initiatives, ensuring a targeted approach for the organisation. They adopt a 5-stage diversity maturity framework, each characterised by a specific set of drivers, to determine performance through diversity.

Stages 1–3 are characterised by external factors such as legal compliance, stakeholder demands, and business essentials. In contrast, leaders who recognise and want to harness the strategic power of diversity drive Stages 4–5. By adopting a staged framework, Catalyse partners with organisations to determine their present and desired levels of DEI maturity. Identifying the gap enables them to guide the development of a strategic roadmap for how to close it.

TRAINING, COACHING, AND DEVELOPMENT

In 2023, Catalyse delineated its services into three distinct categories within the overarching pillar of Training, Coaching, and Development. It refined its approach to training and coaching, emphasising customisation to meet the specific needs of each organisation. This ensures the programmes resonate deeply and drive meaningful, sustainable change.

By providing targeted coaching and assistance to help individuals learn a new perspective and create new habits, it allows organisations to build not only a respectful, inclusive, and safe workplace environment but also an equitable one—a commitment that defines Catalyse's ethos and fuels their passion for positive change.

COMMUNITY OUTREACH AND ENGAGEMENT

AWARE fights sexual assault by engaging and educating the community. Through outreach and training programmes, we challenge rape myths, promote consent education, and build a community that is empathetic and sensitive to survivors.

Our initiatives aim to create a society free from sexual violence and ensure survivors have access to the support they need. Additionally, our Birds & Bees workshop aids parents in discussing sex with their children, while our Comprehensive Sex Ed programme supports underprivileged youth.

We also engage and educate the community on feminist topics that are not related to sexual assault.

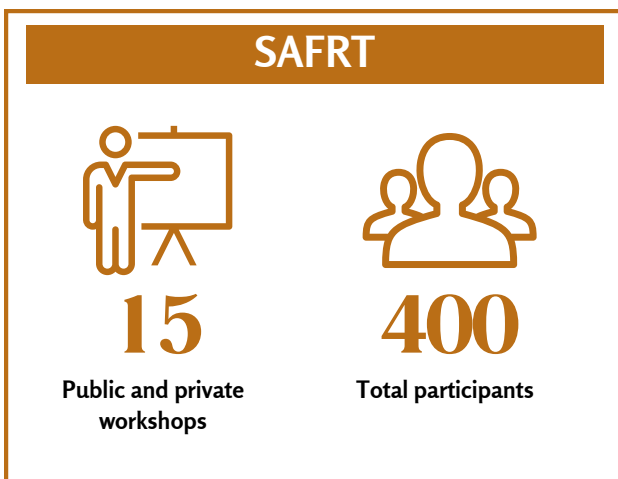
Our community and volunteer engagement work is carried out by staff from various departments, and in particular, by our newly formed S.P.A.C.E (Support, Partner, and Act Through Community Engagement) team, which was set up in 2023.

BUILDING A SURVIVOR'S SUPPORT SYSTEM

AWARE recognises that healing from sexual violence requires a comprehensive and supportive environment. This year, we focused on building a 'survivor's ecosystem' by empowering professionals across various sectors to better serve individuals who have experienced sexual abuse.

Sexual Assault First Responder Training

AWARE's Sexual Assault First Responder Training (SAFRT) is a three-hour programme designed to help familiarise participants with trauma reactions and symptoms to better contribute to a survivor's well-being.



Participants learn about the impact of sexual violence on survivors, the role of a first responder, and acquire key skills like active listening and providing support.

They also learn about the valuable resources available for survivors.

For more information and data on our CARE services, which include our Sexual Assault Care Centre, please refer to page 43.

Further reading:

Our educational work on Sexual Assault first response has contributed to books like 'Assault on the Body', which gives voice to victims of sexual assault within Singaporean churches and sets out helpful ways that the Church can respond to sexual violence. The book contains contributions from our workshop trainers and lawyers who volunteer at our Sexual Assault Care Centre.

This book is available for sale at the [AWARE online shop](#).

Sexual Assault Caseworker Training (SACT)

We trained 32 professionals from 16 diverse organisations, including social services, hospitals, universities, and a statutory board, to enhance survivor-centric and trauma-informed care.

Emphasising ‘kaleidoscopic justice’, our programme recognised that justice varies for each survivor. Case managers were equipped to support clients in pursuing healing and closure, even outside the criminal justice system.

We conducted a session with the NUS Care Unit (NCU), housed under the Office of the Provost in NUS, to cross-share experiences in accompanying survivors to the police stations, hospitals, and courts. Overall, both teams found that the cross-sharing was mutually beneficial, and equipped each other with fresh insights and additional perspectives, reflecting diversity of case management experiences.

We also launched a quarterly newsletter for our partners that highlights key updates on sexual violence, best practices, and harm reduction approaches in terms of advocacy and direct work, as well as celebrating achievements and milestones with each other.



SACT training participants

Birds & Bees

Birds & Bees is a comprehensive consent education programme that helps teens manage relationships and sexuality. The programme promotes open communication and consent through workshops for parents, students, and less fortunate children. To encourage happy and healthy relationships, Birds & Bees helps teens make informed sexual identity decisions without shame or stigma.

The initiative teaches youths respect, empathy, and consent to foster understanding and accountability. Birds & Bees helps young people create boundaries, make their community safer, and become sexual abuse-free.

International schools in Singapore—United World College, Singapore American School (via SAGE), and Australian International School—enhanced their CSE and bystander trainings in 2023, serving 225 students in 17 sessions.

The team conducted a series of training workshops at the Methodist Welfare Girl's Residence, Melrose Children's Aid Society, and LCCS, a vulnerable teen residential care home. These workshops offer youth safe spaces to learn and share about sexuality and managing relationships.

Improved access to trauma-informed justice

We continued SACC's case advocacy work within the criminal justice system by collaborating with the Attorney-General's Chambers and Serious Sexual Crimes Branch to reduce barriers to reporting in individual cases.



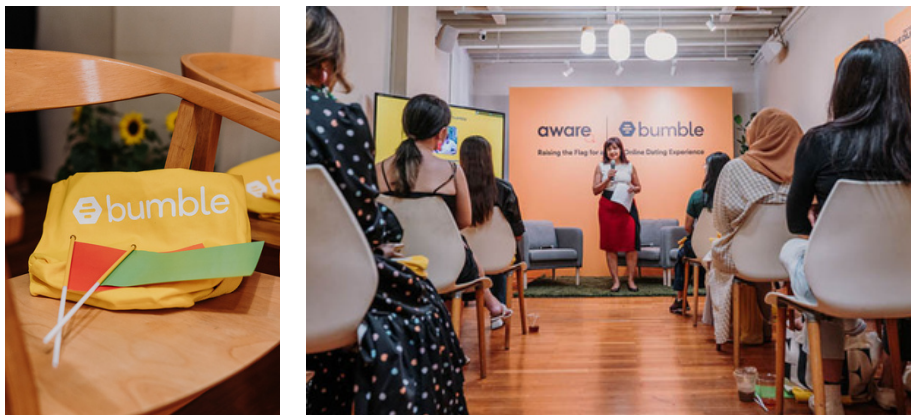
In some situations, we have supported individuals who are motivated to push for wider institutional, procedural, or policy changes instead of only removing barriers specific to their case.

PUBLIC TALKS ON SEXUAL VIOLENCE

Online Safety: Collaboration and Talk with Bumble

In September 2023, AWARE became the first NGO in Singapore to partner with Bumble on its new anti-abuse tip line, designed to make it easier to report abusive and dangerous behaviour on the app. The launch event on 27 September 2023 also featured a panel discussion that covered a wide range of topics, from the role platform providers play in making the dating scene safer for women to how individuals and the community can support people who have experienced TFSV.

The panel was moderated by Devika Panicker, an advocate for sexual assault survivors, with Lucille McCart, APAC communications director at Bumble, and Sugidha Nithiananthan, our director of ARC, joining as panellists.



Sugidha Nithiananthan speaking at the Bumble launch event

Conversation with Rowena Chiu, a sexual assault survivor and #metoo advocate

AWARE hosted sexual assault advocate and survivor Rowena Chiu on 14 April 2023. Rowena shared her journey, from experiencing assault by Harvey Weinstein to breaking her silence as part of the #MeToo movement.

The discussion included the use of oppressive non-disclosure agreements to silence Rowena from speaking up about Weinstein's assault.

S.P.A.C.E COMMUNITY EVENTS

In 2023, S.P.A.C.E was established to engage new audiences and empower individuals as agents of change. It aims to share knowledge, foster connections, and create opportunities for collaboration with AWARE. Beyond addressing sexual assault, S.P.A.C.E organises events on feminism and gender equality to involve the community in supporting AWARE's work.

S.P.A.C.E AT A GLANCE

<h1 style="margin: 0;">1,094</h1> <p style="margin: 5px 0;">People have:</p> <ul style="list-style-type: none"> Participated in an AWARE workshop Attended an event or participated in an activity hosted by S.P.A.C.E 	<h1 style="margin: 0;">388</h1> <p style="margin: 5px 0;">People have:</p> <ul style="list-style-type: none"> Taken action based on knowledge gained from AWARE Joined us as an ad hoc volunteer Promoted AWARE's efforts, by sharing our work or referring someone 	<h1 style="margin: 0;">81</h1> <p style="margin: 5px 0;">People have:</p> <ul style="list-style-type: none"> Brought our work and values to new audiences Joined us as a regular volunteer, trainer, served on our Board or committees
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Through S.P.A.C.E, AWARE had partnerships with organisations like SMU, Otis, and NTU.

We also hosted an open house called 'Fair for All' (pictured left), which attracted nearly 100 visitors over four learning activities.

Some of the other events and workshops we hosted included 'Rise up against Violence', a panel and workshop session to commemorate IDEVAW on 25 November, which had 45 participants throughout the day.

DOVER COMMUNITY EXPLORATORY STUDY

In 2023, we endeavoured to get better acquainted with the community in Dover, the neighbourhood where our centre is situated, by conducting an exploratory study in which we actively engaged with the community.

Through this project, we hoped to better understand the needs and challenges of Dover residents, particularly those from low- to middle-income backgrounds.

We aimed to identify key stakeholders in the community and learn more about the community-based resources and networks available to residents to tap into.

Over the course of nine months, we held five door-knocking sessions and spoke to a total of 63 residents through five pop-up booths, and two tea sessions.

We also cultivated relationships with various grassroots stakeholders, including key members of the Dover Road Residents' Committee and Dover Crescent Residents' Network.

Issues that were raised in our interactions with the residents pertained to inadequate support for caregivers as well as concerns around older persons living alone and being isolated, amongst others.

More details will be released in a report later in 2024.

GROWING UP INDIAN COMMUNITY WORKSHOPS

Over the first quarter of 2023, AWARE held three workshops in conjunction with its Growing Up Indian project. The first was a creative writing workshop run by local icon Balli Kaur Jaswal that gave participants the chance to pitch and polish their personal narratives.

We also collaborated with Sharvesh Leatchmanan, the co-founder of Minority Voices, to design an Anti-Racist Allyship workshop. The workshop, the first of its kind in Singapore, encouraged an invigorating discussion where participants were prompted to consider how they could become better allies and imbibe anti-racist qualities.

The final workshop in the series was the Oral History Workshop by Mandakini Arora, who is a long-time volunteer and steadfast supporter of AWARE.



Workshop participants

VOLUNTEERS AT AWARE

Volunteers are the lifeblood of AWARE, helping us create impact through diverse initiatives. We engaged a total of 262 volunteers and interns in 2023.

In total, volunteers gave us more than 10,000 hours of their skills, energy, time, and passion.

Volunteers continue to fuel our direct services, including first response, legal, and emotional counselling services, and deeply and positively impact the people who AWARE serves.

The collaborative spirit of our volunteers enabled us to bring large- and small-scale events to life, from community events and pop-ups to meeting heartlanders to premium fundraisers like our annual ball.



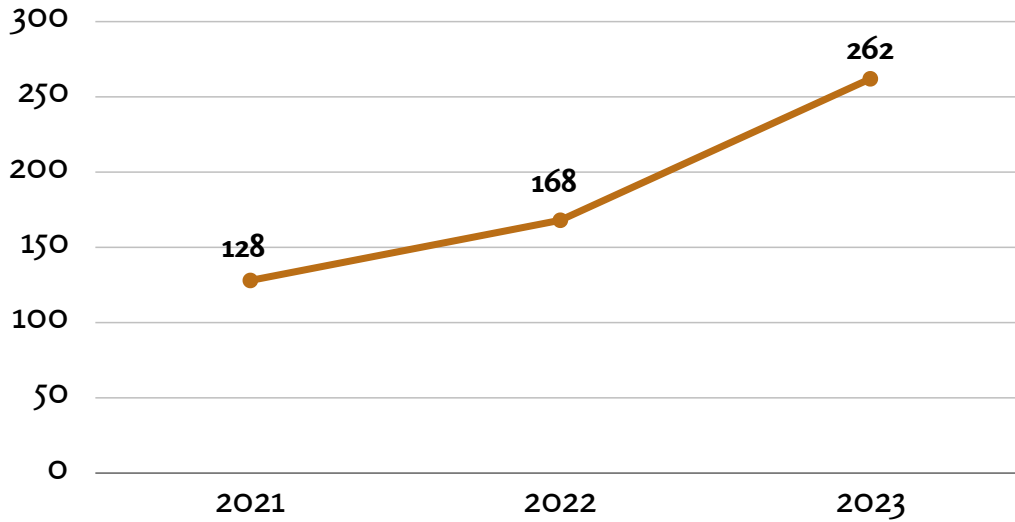
Some of AWARE's volunteers at the Appreciation Party

Volunteers also worked in the background to assist us with research or transcription work, and fortified our staff capabilities through administrative or consulting help.

To thank them for their tireless help, we organised a Volunteer Appreciation Night on 29 July 2023. This was the first in-person meet-up since 2019, and the event was attended by 46 people, including some of our Board members.

Throughout the event, volunteers got to meet other like-minded peers and celebrate 35 STAR volunteers who have embodied AWARE's values in their volunteering.

VOLUNTEER NUMBERS 2021-2023



VOLUNTEER QUOTES

A lawyer drawn to human rights work, I joined AWARE after experiencing coercive control marriage myself. Seeing firsthand the importance of support, I share my time and energy with AWARE, knowing that everyone's situation is different yet strength resides within us all. Helping others find that strength is truly rewarding.

Oliya, Helpline Volunteer



Motivated by giving back locally, I initially donated to various organisations, including AWARE. After learning more about their impactful work for women in Singapore, I was inspired to contribute little by little to the organisation. So here I am, just doing whatever I can that is of help!

Eunice, Regular Event Volunteer



AWARE MARKETING & COMMUNICATIONS

AWARE on Social Media

Our Facebook, Instagram, Twitter, and LinkedIn accounts steadily grew, with a combined following of more than 50,900 across the different channels. LinkedIn proved to be our best-performing platform, with an average of about 15,000 monthly impressions in 2023. We saw an average of 34,000 unique visitors to our website every month, with our home page consistently coming in as the most visited page.

In terms of best-performing posts, [our statement during the 2023 Presidential Elections](#) had the highest overall reach and engagement; it made 17,800 post impressions on Facebook and had an engagement rate of 19.5%. Other top posts of the year included:

Corinna Lim’s speech during IPS lecture

- [Facebook](#): 1,907 reach, 392 engagements
- [Instagram](#): 13,863 reach, 2,435 engagements
- [Twitter](#): 8,534 reach, 328 engagements
- [LinkedIn](#): 3,916 reach, 1,321 engagements

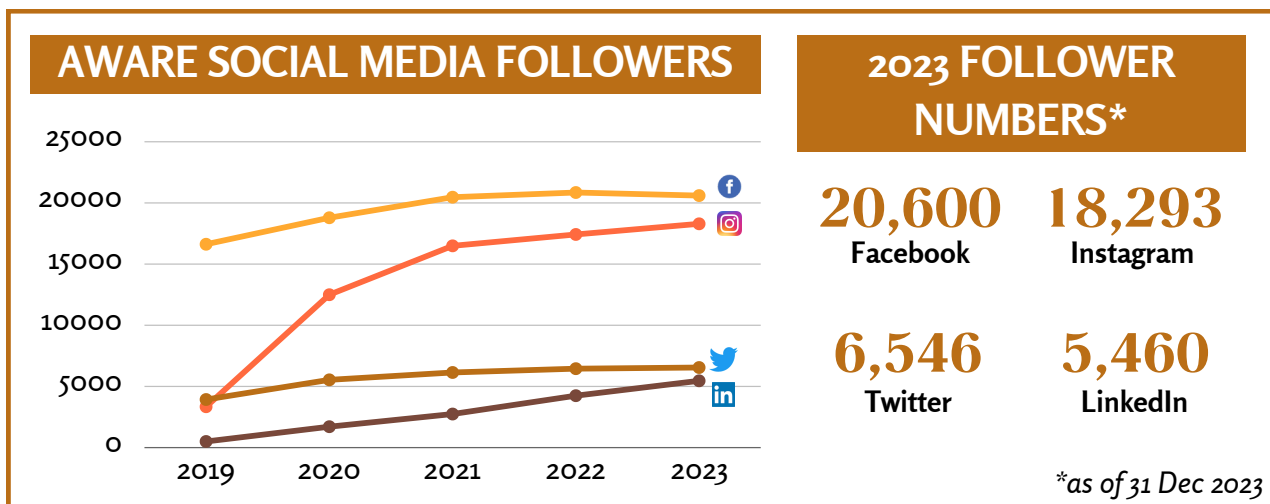
Our statement on Kawshigan vs Nora Tan

- [Facebook](#): 7,282 reach, 1,981 engagements
- [Instagram](#): 22,868 reach, 6,564 engagements
- [Twitter](#): 18,500 views, 864 engagements
- [LinkedIn](#): 2,761 reach, 208 engagements

Op-ed: “Wife-sharing” rape and voyeurism case

- [Facebook](#): 605 reach, 118 engagements
- [Instagram](#): 16,015 reach, 2,375 engagements
- [LinkedIn](#): 2,000 reach, 134 engagements

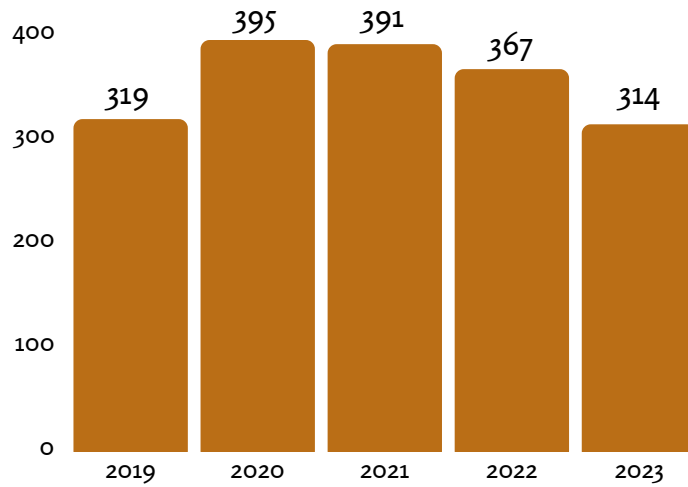
Looking ahead, we are setting our sights on even greater social media engagement. We plan to explore new ways to connect with younger demographics and amplify our message for gender equality.



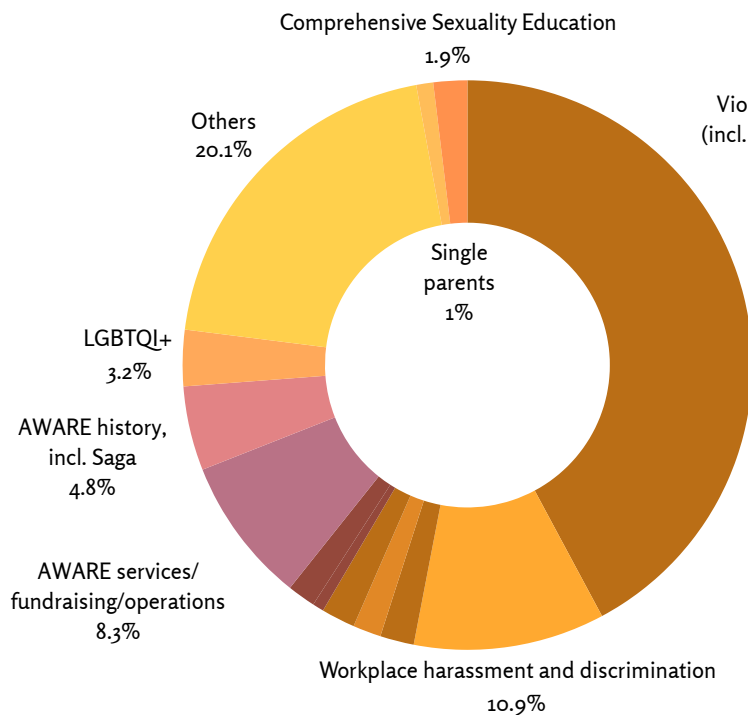
AWARE in the Media

AWARE’s media coverage dipped slightly in 2023. AWARE was featured in media—which consists of print, television, radio, and digital media—314 times in total in the past year. In 2023, AWARE wrote eight op-eds, six forum letters, and sent out three press releases.

TOTAL MEDIA COVERAGE IN 2023



MEDIA MENTIONS BY ADVOCACY CATEGORY



MOST MENTIONED ADVOCACY CATEGORIES	
Violence Against Women (incl. sexual violence against men/children)	132 (42.2%)
Workplace harassment and discrimination	34 (10.9%)
Others (incl. mental health, housing access, etc)	63 (20.1%)

CARE

This section highlights AWARE's support services for individuals: the Women's Care Centre (WCC), and the Sexual Assault Care Centre (SACC).

They work closely with external partners in the social service sector in Singapore and advocate for gender- and trauma-informed practices among key stakeholders.

The WCC provides a safe space for women through helpline services, counselling, and legal guidance.

Similarly, the SACC offers support and advocacy for survivors of sexual violence through helpline services, case management, counselling, and legal guidance, facilitating their healing process and access to resources.

In 2023, CARE provided collective assistance and supported a total of 3,378 clients across all services, equating to an average of 65 clients per week.

CARE IN NUMBERS

IN 1 YEAR

3,378


clients received support from CARE in 2023, across all services

(That's just slightly more than twice the number of people at a sold-out event at the Esplanade Concert Hall!)

IN 1 DAY

10


clients



Received gender-informed, trauma-informed support from WCC First Responders

3

clients



Received gender-informed, trauma-informed support from SACC First Responders

IN 1 MONTH

The WCC team provided a total of

11 legal clinic sessions

162 counselling sessions


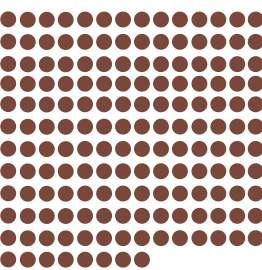




The SACC team provided a total of

1 befriending session

5 legal clinic sessions

15 case management sessions

84 counselling sessions

WOMEN'S CARE CENTRE

WCC's Helpline serves as the initial contact point for women seeking support.

Since its inception in 1991, the Women's Helpline has enabled a diverse group of women to provide non-judgmental, empowerment-focused assistance and information to support callers. The Helpline, guided by feminist values and principles, recognises women as resilient and capable, even in the face of the most difficult circumstances, as well as the structural and systemic barriers that limit their ability to thrive.

WOMEN'S CARE CENTRE

4,085


Total contacts were made, including phone calls, emails, chats, and walk-ins

56%

Of calls were connected to further resources beyond the helpline

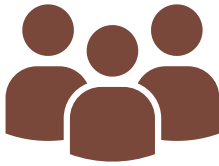
75%

Of callers said they felt emotionally supported and better able to understand their options



2,921

Hours of support on the Women's Helpline



22

WCC staff and volunteers manning the Helpline

CLIENT TESTIMONIAL

I called AWARE's hotline to request counseling arrangements. I assumed they'd just take my details and follow up later. But Shila completely surprised me.

She was incredibly comforting and listened attentively as I shared my concerns. She even offered emotional support right there on the call. I was speechless; all I could manage was a simple "thank you." It had been a long time since someone truly heard me, let alone understood.

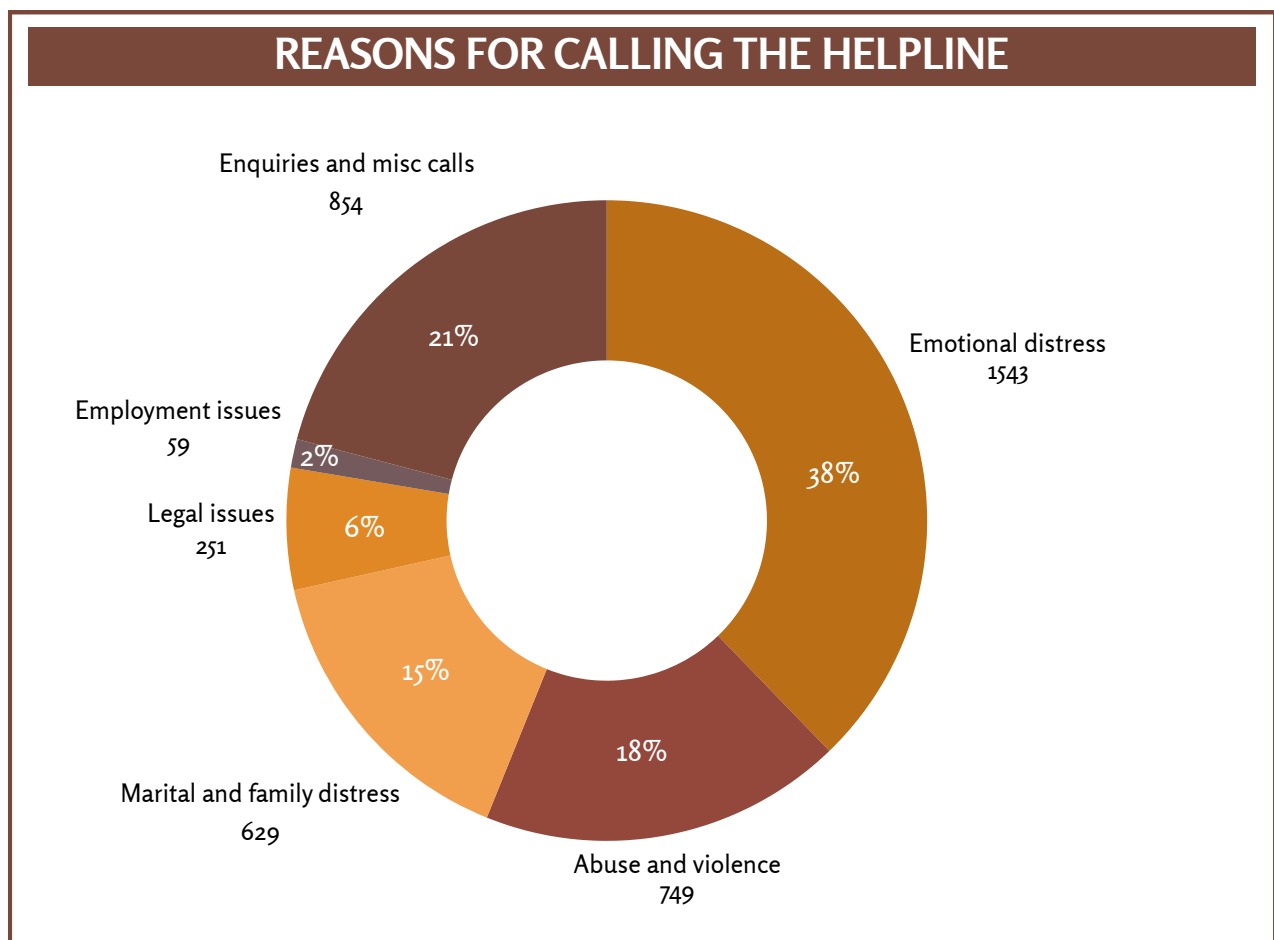
Shila created a safe space for me to express myself without judgment. It's a far cry from my experience years ago when I called the hotline. Thank you, Shila, for being such a valuable asset to AWARE. You truly made a difference today.

With the efforts of 19 dedicated Helpline volunteers and three Helpline executives, WCC delivered a total of 2,921 hours of support on the Women’s Helpline throughout 2023. In 2023, the Women’s Helpline team supported 4,085 contacts (modes of contact include calls, emails, and online chats).

Despite the introduction of new resources in the social services landscape, the Women's Helpline the demand only saw a 5% decrease since 2019 (4,343 contacts), demonstrating the continued relevance and need for our distinctive gender-informed perspective.

In collaboration with our helpline volunteer team, we enhanced support accessibility by introducing a new service option: multilingual call-back.

This allowed women to converse with our helpline volunteers in any of Singapore's four official languages by scheduling a callback request through our appointment page. Nearly one-third of our callback slots were allocated for requests in Mandarin, Malay, and Tamil, while the remainder were in English.




WCC SERVICES: COUNSELLING

Our Helpliners encourage callers to identify and express their needs, guiding them towards services like counselling and legal clinics that empower them on their journey.

This serves as our next step in providing support, guidance, and information to those who require further assistance.

WCC COUNSELLING



1,944

Total counselling sessions

366

Total clients, including 195 new clients

90%

Of clients said they function better at work and/or in their personal lives

93%

Of clients felt empowered to understand themselves and their choices

CLIENT TESTIMONIAL

I started counselling sessions two years ago and I have grown so much since then. I used to cry every single day and faced suicidal thoughts constantly. I was in a destructive marriage and faced extreme executive dysfunction every day.

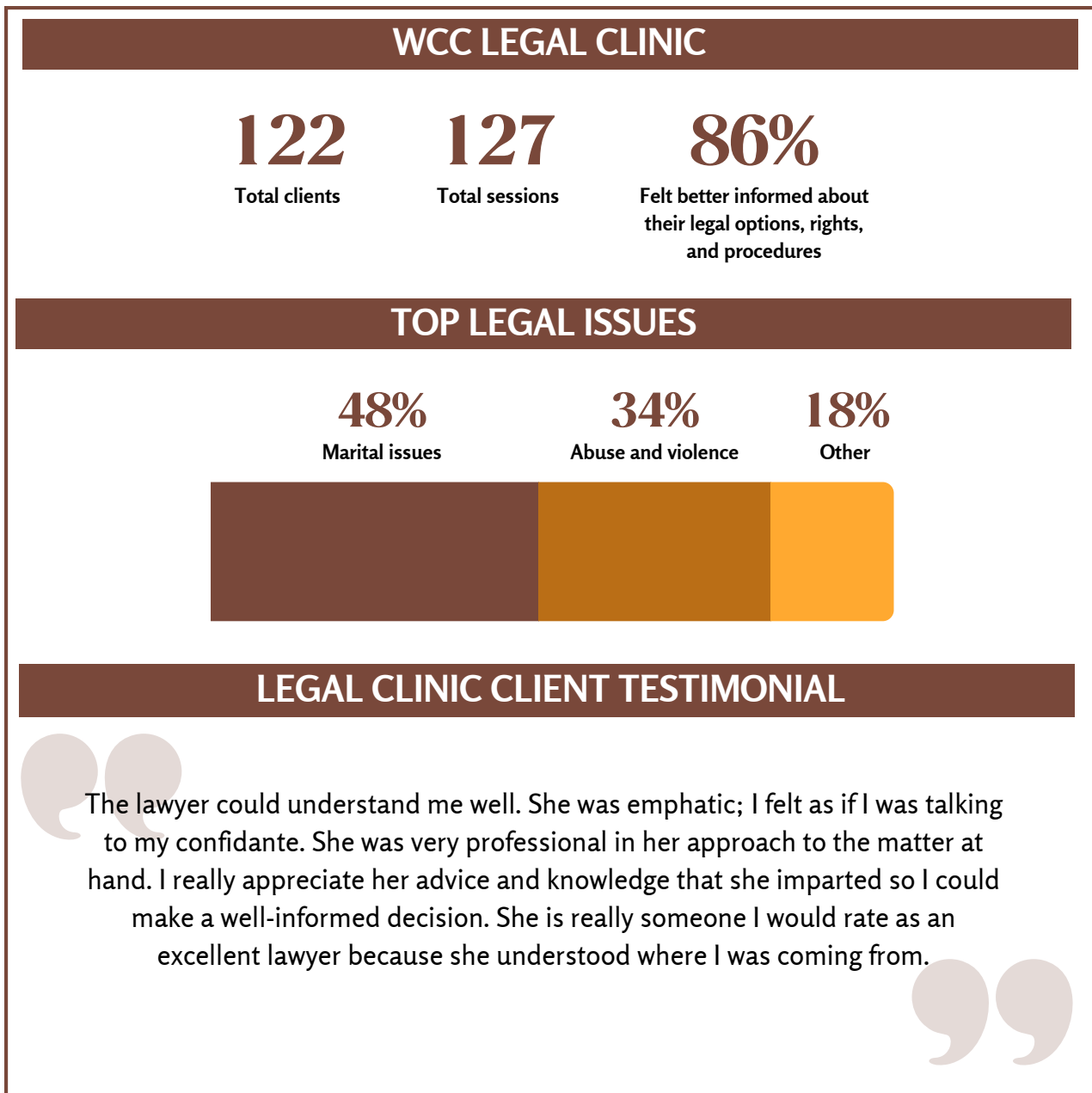
Now, I am far better equipped with coping skills and have grown so much emotionally. I am happily divorced with a job I love, and I'm looking forward to my future. Without my AWARE counsellor, none of this would have been possible.

The counselling service at WCC acknowledges that women possess invaluable insight into their own circumstances and are experts in their own situations.

Our counsellors offer unbiased, non-judgmental support aimed at enhancing women's safety, facilitating access to resources, and fostering empowerment. We want clients to be able to know what their choices are, and develop and sustain a resilient, affirmative self-image.

WCC SERVICES: LEGAL CLINIC

The WCC legal clinic provides free, 20-minute legal consultations to women on topics such as family and intimate partner violence, employment issues, and marital issues including divorce, separation, maintenance, and custody.



SEXUAL ASSAULT CARE CENTRE

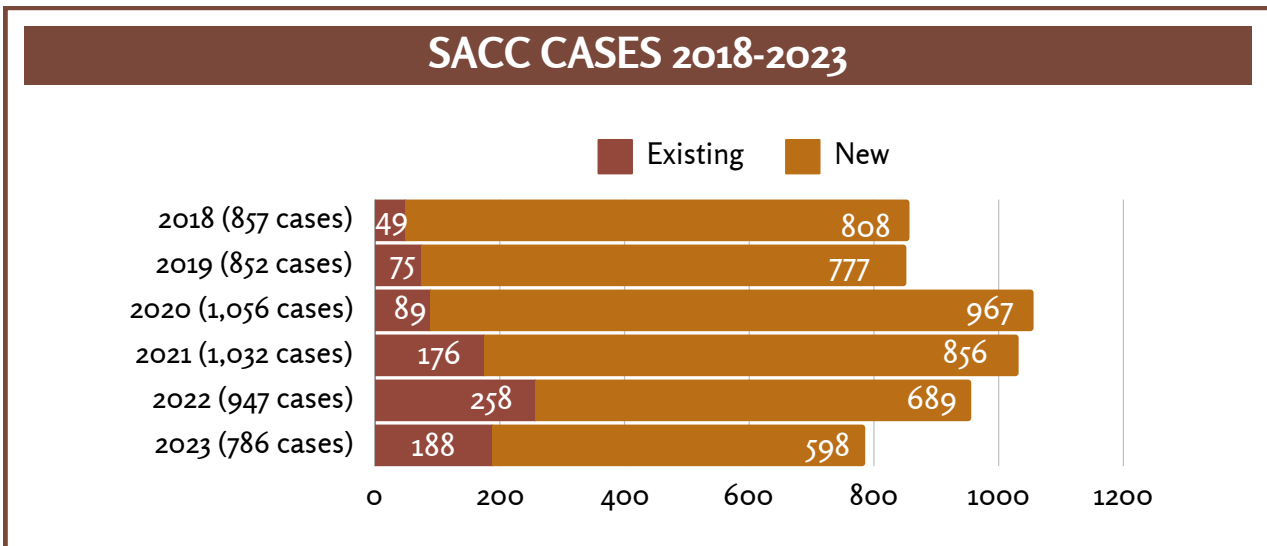
In 2023, SACC provided gender-informed and trauma-informed services to nearly 800 cases. It is encouraging to note the increased government investment and the growing number of social service agencies offering support for sexual violence survivors.

Additionally, there has been a noticeable shift towards survivor-centric language and prioritising survivors' needs within various sectors.

Social service agencies frequently engage with SACC to discuss best practices and effective approaches.

Reporting institutions, such as the police, continue to update their procedures to be more trauma-informed, reflecting a positive change in attitudes and practices.

SACC re-directed some of its resources to train and support professionals who work with sexual violence survivors, leading to the formal establishment of the CARE Partnerships team for this purpose.

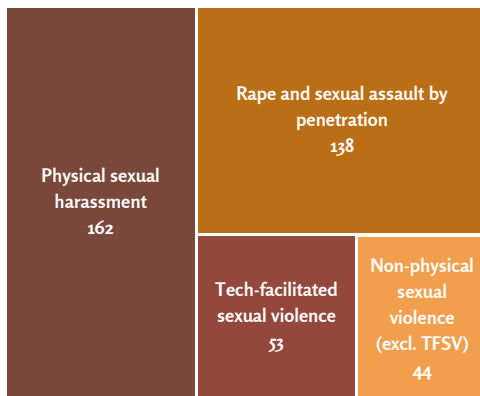


SACC CASES

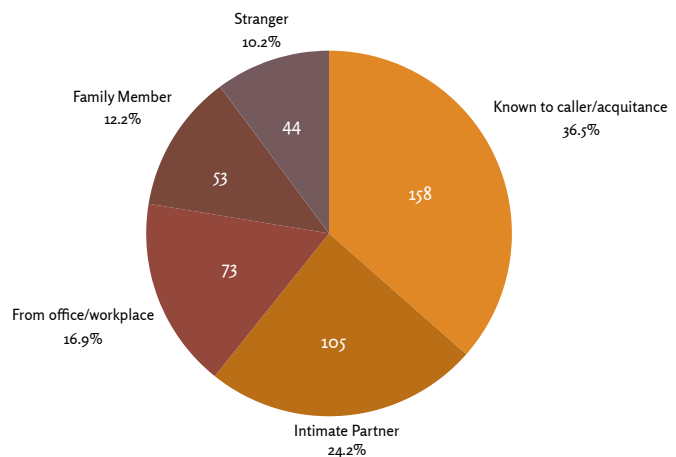
In nine out of 10 cases where the information was disclosed to SACC, the perpetrator was known to the survivor. This is consistent with SACC's long-standing observations: that the perpetrator of sexual assault is frequently someone the survivor knows and trusts, and who frequently has access to them. Additionally, the majority of survivors attended to by SACC in 2023 were ciswomen (93.2%). The remaining were men; there were no other recorded genders.

SACC CASES IN NUMBERS

Types of sexual violence faced



Relationship to perpetrator



As part of our mission to provide trauma-informed care, we do not require survivors to identify perpetrators or give details about their experience as a condition for accessing services. Survivors have the choice to share or not share this information with us—while it may help us tailor support better, it is not always necessary.

FURTHER OBSERVATIONS FROM SACC

10% Of cases involved childhood sexual assault



The survivors can either be a child or adult who experienced sexual abuse in their childhoods. There were various reasons for coming forward. Some sought SACC's help after a recent trauma trigger or after learning of the existence of avenues of support; others only recognised their experiences as abuse after receiving sex education.

18.5%

Of cases involved another person reaching out to SACC on behalf of the survivor

42%

Of survivors reached out for help within five weeks of the incident*

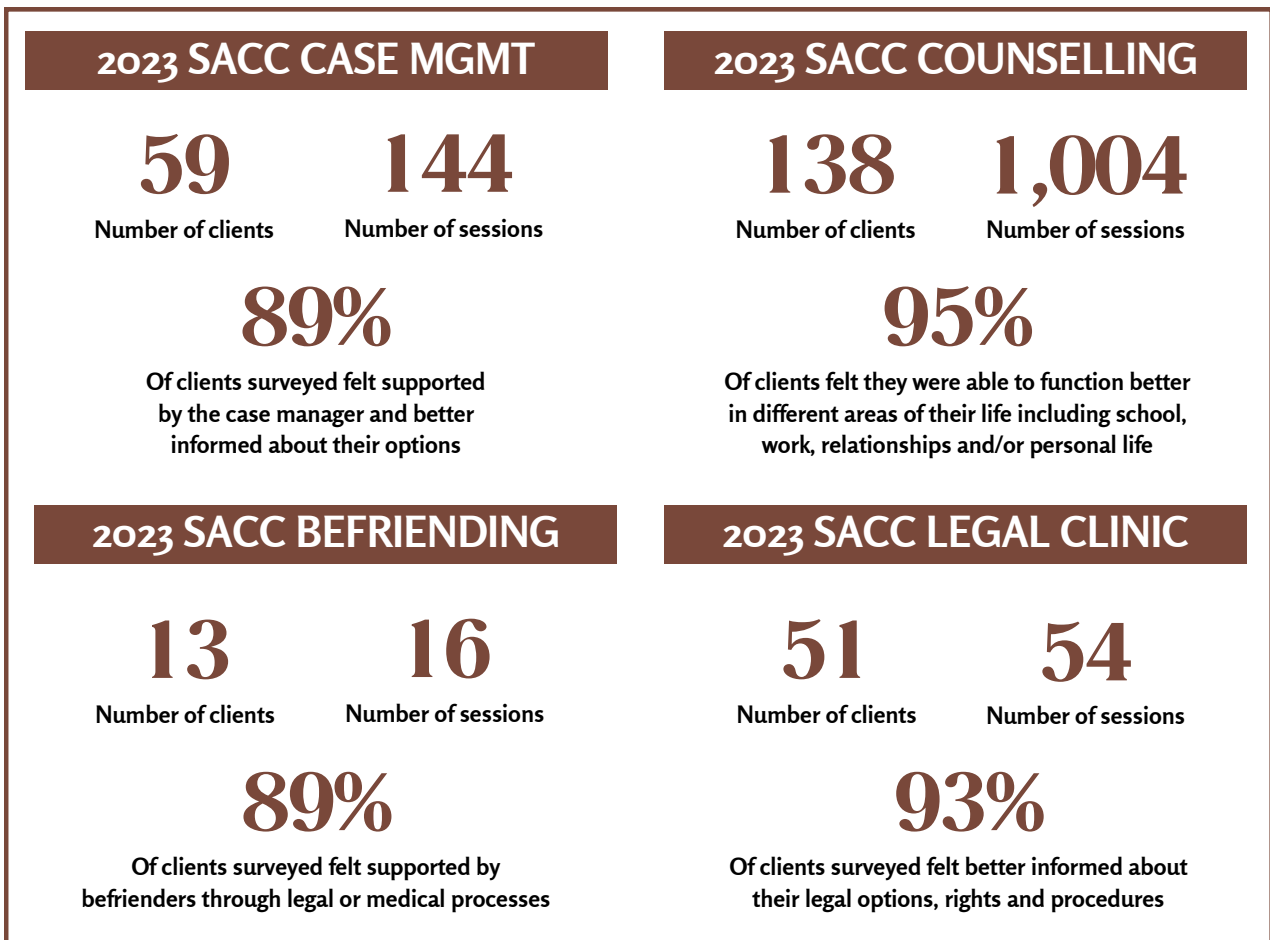
*In cases where incident information/dates were disclosed to SACC

SACC SERVICES

Through the SACC Helpline, chat, and email, our First Response team provides a safe space for survivors to share their experience and empowers them to make informed decisions about their next steps.

The SACC legal clinic educates survivors about their legal rights and options, and the SACC Befriending team accompanies them to navigate through courts and police stations. SACC case management provides short-term coping and practical support, while SACC counsellors help survivors begin their long-term healing.

The Case Management team struggled in 2023 due to staff turnover. However, team support and workload management helped the team cope with the shift. We focused our efforts on existing clients currently receiving support and directed new clients to external partners. The team also prioritised recruitment and onboarding new case managers to ensure the continuity of quality gender- and trauma-informed services.



BUILDING COMMUNITIES OF SUPPORT

CARE is committed to building communities of support made up of individuals and professionals from various backgrounds to provide information and resources to those seeking help.

Our volunteers bring diverse experiences from fields such as communications, medicine, business, law, and social work. In 2023, 35 skilled volunteers were mobilised and engaged for the Women's Helpline and Legal Clinics, contributing 1,122 hours, or 141 days, of support to women and survivors of violence.

At the end of 2023, WCC initiated a recruitment drive to continue building this community of support. 20 new volunteers were engaged to assist with the operation of the Women's Helpline for 24 months. They will undergo four months of training, commencing in January 2024.

Part of our engagement with volunteers also includes continuously equipping them with relevant knowledge and skills to support individuals reaching out to the centres. Thanks to the generous funding from the U.S. Embassy, CARE was able to organise a two-day Gender- and Trauma-Informed training led by Carol Ackley (a valued member of Stephanie Covington's team).

A total of 39 volunteers and staff deepened their understanding of gender-informed care within a trauma-informed framework, alongside heightened awareness of the pervasive impact of gender in instances of discrimination and violence.

As the training concluded, our dedicated staff were committed to embedding gender- and trauma-informed principles into their roles and interactions with clients, as well as fostering these principles within team dynamics.

CARE TESTIMONIALS

What resonates a lot with my values is how AWARE is an organisation by women, for women, and that we provide an avenue of support for women in their journey to advocate for themselves and empower themselves while holding a non-judgmental safe space for them. It has been such a privilege to be a volunteer with AWARE and to have the support of such a wonderful team of Helpliner Executives.



Rose, Helpliner (2022-2024)



While volunteering at the helpline comes with its share of stress, the rewards are immeasurable. The skills and knowledge I gained from assisting others in their moments of need, have not only contributed to my personal growth but have also been instrumental in shaping my professional journey.

Carol, Helpliner (2018-2024)

I have been advocating for feminist justice alongside AWARE since I was a student, and I am very grateful for the opportunity to continue partnering with AWARE in different ways over the years. Currently, I volunteer with SACC’s legal clinic, where I collaborate with AWARE’s dedicated clinic staff to empower our clients with the legal information they require to make an informed decision in their pursuit of justice and closure.



Daryl, Lawyer (2023-2024)



BUILDING A RESILIENT TEAM

Despite facing operational hurdles, funding cuts, and staff departures, the CARE team at AWARE remained dedicated to supporting women and survivors of violence.

Managing Transitions:

Responding to staff departures, the team prioritised support and morale. Increased team bonding activities and regular meetings ensured open communication among team members, allowing for feedback and celebration of accomplishments. Workloads were also carefully monitored to manage client numbers effectively.



Fostering Cohesion:

A team retreat under the theme 'Knowing You, Knowing Me' strengthened interpersonal relationships and mutual understanding. This space allowed for sharing challenges and successes from the previous year, and setting strategic goals for the future.



Prioritising Well-being:

Recognising the demanding nature of their work, CARE implemented a week-long closure every four months. The first closure allowed team members to reflect on past progress, prepare for future work, and attend crucial training sessions.

Self-care workshops, ran by trainer Steph Lim, were also conducted, equipping team members with strategies to manage stress and foster peer support.

Additionally, a dedicated workshop by Maria Perez from Embers Consulting and Coaching helped managers identify and prevent burnout on an organisational level.

By prioritising open communication, team bonding, and well-being initiatives, the CARE team navigated significant changes while remaining dedicated to their mission. This focus on resilience ensures they can continue providing vital support services.

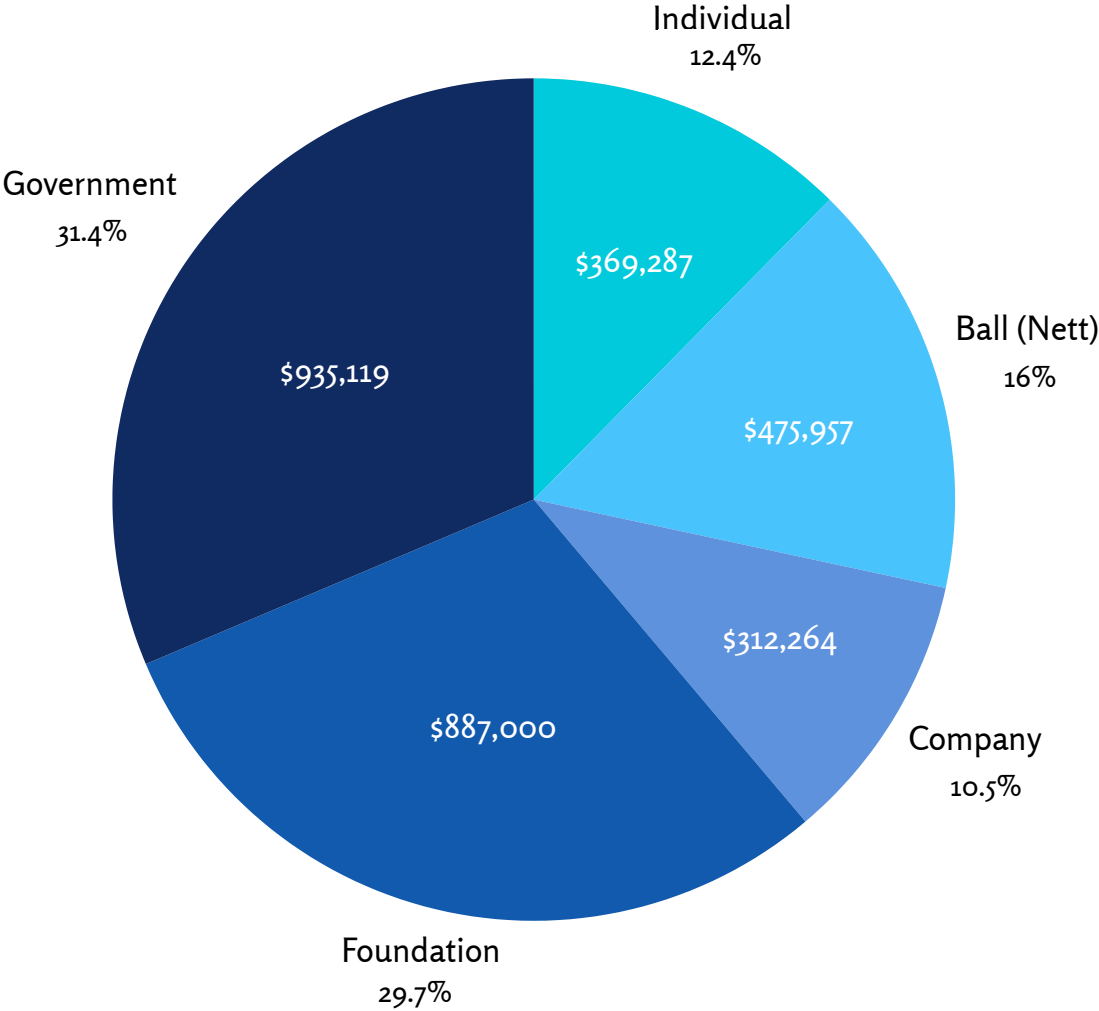


FUNDRAISING AND REVENUE GENERATION

FUNDRAISING

2023 was a year of steady growth for AWARE’s fundraising. With the generous support of AWARE’s community of donors, we raised a total of \$2.98 million in 2023, representing a 4.8% increase from the previous year. AWARE does not engage any commercial fundraisers for its activities.

AWARE supporters responded to our two major fundraising initiatives for the year: our Voices for Change online campaign and our annual fundraising ball, Hysteria. We are happy to report that the team’s sustained efforts have continued to grow and pay off.



VOICES FOR CHANGE



We launched the Voices for Change online campaign in September 2023 to raise funds for AWARE’s Women’s Helpline and Sexual Assault Care Centre.

The support services we provide require months of intensive volunteer first responder training, support for survivors at our Sexual Assault Care Centre, staff to manage operations, and infrastructure to keep multiple lines open all day.

For our [campaign launch video](#), we brought together three community leaders from different walks of life who, through AWARE, were equipped with the skills to create a more meaningful impact and become voices of change in their communities.

A big thank you to Qian Qian, Ghazali, and Shamima for sharing their stories, Nikkei for designing the campaign visual, as well as Jasmine Ng, Grace Baey, Baz, Zul and Lijie for conceptualising, directing, and editing our campaign video.

Thanks to the generous support of our incredible donors, we were able to exceed our fundraising goal of \$250,000. We received an additional \$250,000 in matching funds from the Tote Board, bringing our total to an incredible \$504,000.

ANNUAL BALL: HYSTERIA



What's scarier than sexism? That was the question posed to the guests at AWARE's 11th annual fundraising ball on 28 October 2023. 538 guests came together on Halloween weekend to reclaim outdated sexist beliefs about female horror tropes.

Besides smashing century-old stereotypes, Hysteria Ball also broke last year's ball record and raised our highest ever amount of \$771,000.

The funds raised will help AWARE continue their services to women in need of help, provide sex education to vulnerable youths, and support programmes to promote positive masculinity.

The Ball would not have been possible without the generous support of AWARE's corporate sponsors, Montigo Resorts, Kah Motor, and Honda, and official partners Ppurpose, Senses AVL, Cornerstone Wines, and World Scientific.

CORPORATE AND COMMUNITY PARTNERSHIPS

We are grateful to all our corporate and community partners who have supported our fundraising efforts through various means, including sponsorships and organising fundraising initiatives in support of AWARE. Below are some of our featured partners:

Lee Hwa Jewellery

In celebration of Lee Hwa Jewellery's 53rd anniversary in September 2023, Lee Hwa Jewellery held a private 'Mom and Child Afternoon Tea' event at its flagship boutique.

Five AWARE clients were invited to celebrate the special bond between mothers and their children.



Each client received matching jewellery sets with their children, as well as the opportunity to design their flower dome displays as a keepsake item.

To further their efforts, Lee Hwa Jewellery also committed to donate 10% of sales proceeds to AWARE from their Supernova collection between September 2023 and October 2023, ultimately donating \$20,000 in support of our work.

DONOR TESTIMONIAL

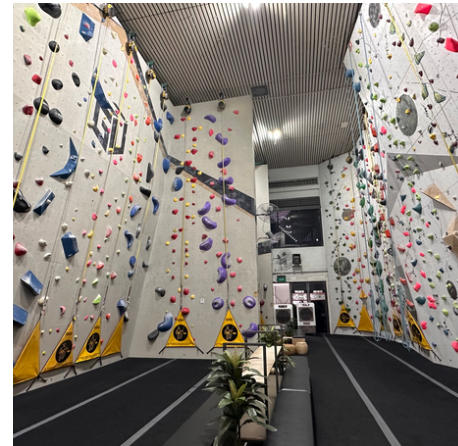
At Lee Hwa, we're deeply committed to advancing equality and inclusivity in every facet of society. It is both a source of pride and honour for us to stand shoulder to shoulder with AWARE in their tireless efforts to tackle gender-based challenges. Together, we are actively nurturing a culture where every individual can flourish. We extend our heartfelt gratitude to AWARE for providing us the privilege to contribute to meaningful change.

Patsy Loo, Business Director at Lee Hwa Jewellery

Ground Up Climbing

For International Women’s Day 2023, Ground Up Climbing held their first ever fundraiser, where they donated a dollar to AWARE for every single check-in at their gym. Between 8 March and 31 March, they raised an amazing total of \$1,500.

"Embracing gender equality isn't just about fairness; it's about unlocking the full potential of humanity. We are proud to join AWARE’s mission towards a gender-equal future.



We pave the way for a world where every individual can thrive, unrestricted by stereotypes or barriers. Let's unite in this journey, recognising that when we empower women, we uplift entire communities, and create a more just and prosperous society for all."

The Dandy partnerships

The Dandy Collection has been a mainstay supporter of AWARE. Since 2019, they have generously supported us through curated IWD events as well as sponsored dining experiences and vouchers at our annual Balls.

For International Women’s Day 2023, they held a ‘Battle of the Girl Bands’ dress up brunch party at Neon Pigeon, with 15% of proceeds donated to AWARE, raising a total of \$952. At our Hysteria Ball, their sponsorships helped us raise \$1,600, and contributed to our record-breaking fundraising target.



“At The Dandy Collection, we hold a core belief that everyone should ‘leave better than when we came in’, a philosophy that we believe should extend beyond our doors and into the heart of our community,” said Mr. Michael Goodman, co-founder of The Dandy Collection.

“It isn't just our noble cause; it's a call to action that AWARE helps us answer every day. It's not just about making a difference; it's about being the difference.”

Euromonitor International (Asia) Pte Ltd

“Throughout the past two decades, our Singapore office has been a witness to the evolving landscape of economic, social, and cultural dynamics,” said Mr. Agilson Valle, APAC senior sales director and country manager for Singapore at Euromonitor.

“We are deeply grateful for the opportunity to engage and contribute to the ongoing efforts aimed at bridging gaps within the workplace. From embracing flexible working hours to fostering greater awareness about the diverse life stages women encounter, we are committed to being part of the positive change.”



DONOR APPRECIATION

We want to say a special thank you to all individual and corporate donors who generously supported us in 2023.

FEATURED DONOR: IVY SINGH-LIM

I support AWARE because they are the true voice for women’s issues. I openly support AWARE so that people know that I support them and their work. I am proud to be able to support AWARE.



Mrs. Ivy Singh-Lim, *The Gentlewarrior*, is the owner of Bollywood Farms Singapore

\$50,000 and above

Diana Koh Foundation
Tote Board

\$10,000 - \$49,999

Anonymous	Pooja Bhandari and Caesar Sengupta
BinjaiTree	Revival Vintage Jewels & Objects
Chew How Teck Foundation	Sony Music Group
Corinna Lim	Tan Chin Tuan Foundation
Dorjee Sun and Jo Huynh	Tan Hui Yee
Dr Mary Ann Tsao	Warburg Pincus Singapore Pte Ltd
Euromonitor International	Women's International Tennis Singapore
Fan Li	Yoga for a Change
Hong Leong Foundation	
In memory of Hilda Coldrey	
Joanne Theseira & Lynette	
Ong	
Kah Motor Company	
Kathy Teo	
Lian Tsui Yee	
Linklaters Singapore Pte Ltd	
Mrs Ivy Singh-Lim	
Nicholas Hanley	
Nunchi Marine Pte Ltd	

\$5,000 - \$9,999

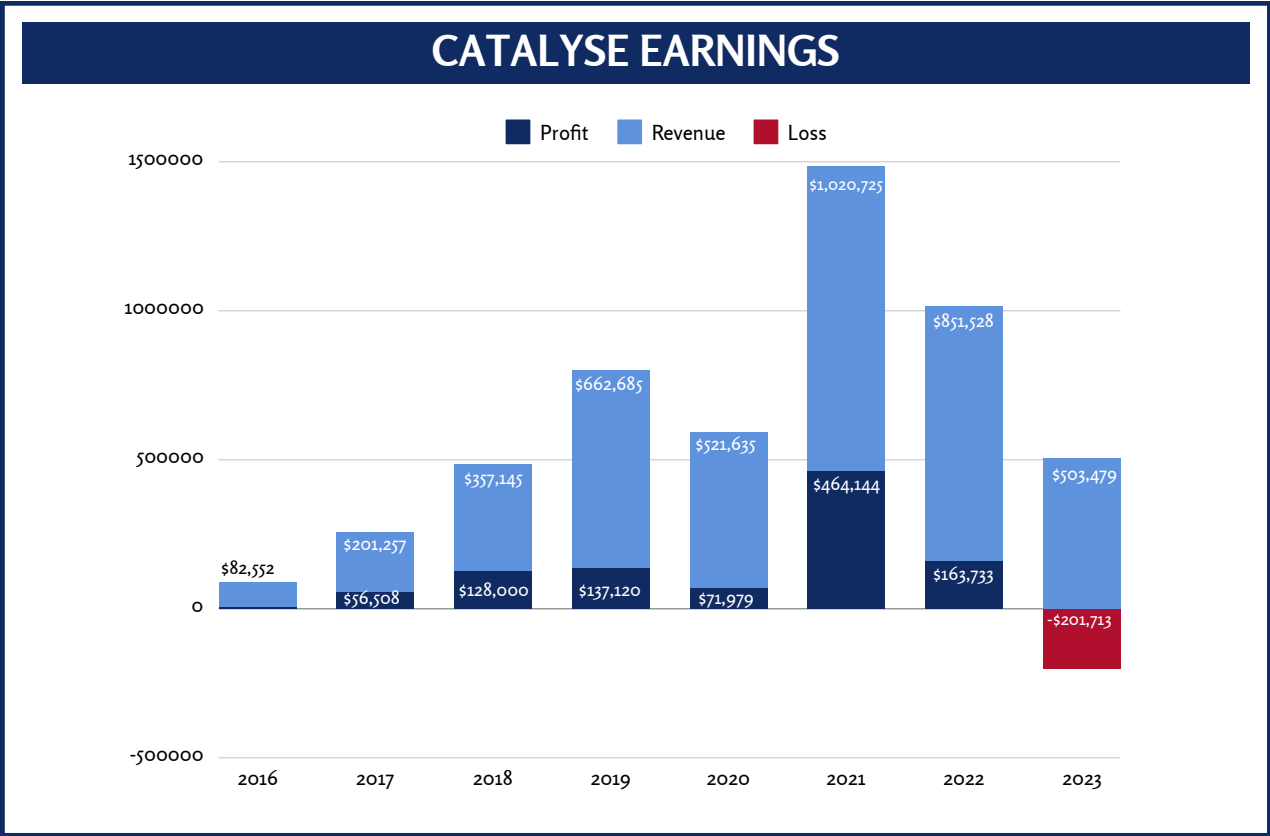
Alistair and Rosie Thompson
Ang Fung Fung
Elaine Sum
Euromonitor International
Harpreet Singh Nehal
Influence Solutions Pte Ltd
Mark Rohner
Neo Ju-ven
Ong Soh Chin
Orthopaedic Sports Medicine Pte Ltd
Rachel Teo
Senses AVL Pte Ltd
Steven Luk
Surabhi Agarwal
Tan Jun Min
Teo You Yenn
Tolaram
U.S. Embassy Singapore
Yvonne Wang

2023 CATALYSE CONSULTING REVENUE

Due to the extensive time required for its transformation efforts, its team and operations faced significant adjustments.

This transitional period adversely impacted its revenue generation, resulting in Catalyse experiencing its first-ever loss.

Although it achieved \$503,479 in revenue, it incurred a loss of \$201,713.



CATALYSE: 2024 STRATEGIC FOCUS

In 2024, a key focus will be on the expansion of its consulting capabilities, particularly in DEI and harassment prevention.

While historically reliant on training services, its transition has seen consultancy work grow substantially, accounting for 11.6% of revenue in 2023 from a mere 2.6% in 2022. Its ambitious aim is for consulting to constitute 49% of its revenue stream in 2024.

Moreover, a fundamental aspect of its growth strategy involves nurturing relationships with what they term "anchor clients".

While Catalyse is in the early stages of cultivating these relationships, anchor clients are envisioned as long-term partners who engage with Catalyse consistently over multiple years, thereby showcasing loyalty to our services.

Through dedicated efforts, Catalyse is committed to laying the foundation for these enduring partnerships, recognising the invaluable role it plays in its sustained growth and success.

CATALYSE SPIN-OFF

As of January 1, 2024, Catalyse Consulting Pte Ltd will successfully establish itself as a "social enterprise" under the encouragement of the Commissioner of Charities (COC). This establishment will solidify its commitment to directing profits towards advancing AWARE's crucial mission of gender equality.

With this milestone achieved, Catalyse's focus and impact will expand beyond Singapore as they endeavour to deliver its services across the Asia region.

They will continue their close collaboration with other AWARE departments, such as SACC and WHDA, which will provide unique insights on equality and harassment issues.



CONSTITUENCY & BOARD

AWARE MEMBERSHIP

As of 31 December 2023, AWARE has a strong base of 613 members. Out of these, 113 signed up as new members in 2023.

ANNUAL GENERAL MEETING 2023



On 6 May 2023, AWARE held our first in-person general meeting in three years.

A total of 74 members attended AWARE's 38th Annual General Meeting, which was chaired by AWARE President Ong Soh Chin and held at the AWARE Centre in Dover Crescent.

In her opening remarks, Ms. Ong highlighted two key challenges that AWARE faces in the months ahead—people and funding. Fundraising, as well as revenue from Catalyse Consulting, AWARE's corporate training and consulting arm, will be even more crucial in the years to come.

Following departmental presentations, the AGM passed two important resolutions:

- i) proposed Constitutional changes, which included revisions that would enable AWARE to hold virtual and hybrid Annual General Meetings, enhancing accessibility and attendance, and
- ii) provisions to allow AWARE to spin off Catalyse Consulting as a separate company, so it can effectively pursue international clients and enhance AWARE's cash flow diversification, in line with the Commissioner of Charities' (COC) recommendations.

Members engaged in a lively discussion with questions and comments about the resolutions before voting.

ROLE OF THE BOARD

AWARE's Board is committed to maintaining high standards of corporate governance and accountability to its stakeholders. Our stakeholders include 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.

A nine-member elected Board is in charge of the Society. The Board members are elected at the Annual General Meeting ("AGM") during election years based on their knowledge, skills, expertise, experience and ability to contribute to the development of the Society.

They are nominated by the Society's members. The Nominations Committee administers the nominations and elections process in a formal and transparent manner.

The Board nomination process can be found [here](#).

The term for each member is two years and elections are held at the end of the term. Office-bearers shall not hold the same office for more than two consecutive terms. Where there is a change of President, the Immediate Past President serves on the Board in an ex-officio capacity for an additional year.

Every Board undergoes a Board orientation process to introduce them to the role and responsibilities of the Board and each Board member and familiarise them with AWARE's strategic plan and current work. The roles and responsibilities of the Board can be found [here](#).

The Board conducts a self-evaluation of its own performance during its two-year term. The Board meets at least once every two months to carry out its functions. There are no Board members who have served more than 10 consecutive years.

All the following Board members were appointed at the Annual General Meeting on 23 April 2022, with the exception of Ms. Ho Shyn Yee who was co-opted to the Board in May 2022. Ms. Zheng Huifen stepped down from the Board, effective from 7 May 2023.

No Board member was remunerated for their Board services.

BOARD MEMBERS



2022-2024 Board members (not pictured: Ho Shyn Yee)

President: Ong Soh Chin

Ong Soh Chin is an editorial and PR consultant. Previously, she was Southeast Asia PR Director at Netflix, overseeing Publicity and Communications for Southeast Asia.

Soh Chin has also served as Deputy Director, External Relations and Strategic Planning at the Institute of Policy Studies, as well as 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 worked on different desks at The Straits Times, where she wrote regularly about women’s rights and gender equality. She recently obtained a postgraduate diploma in Counselling Psychology and intends to pursue a new vocation in the mental health space.

1st Vice-President: Penelope Shone

Penelope Shone was born in New Zealand.

She has been a resident of Singapore since 1985, and has been an AWARE member for 20 years.

Her career has unfolded in both the public and private sectors. Most recently, she led international public affairs and communications for General Electric across 150 countries.

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.



2nd Vice-President: Elisa Kang

Elisa Kang spent 13 years in wealth management, advising clients on asset allocation and impact investments, before pursuing a Master's in Counselling at Monash University in 2014. From 2016 to 2018,

Elisa worked as a part-time counsellor at Singapore Management University. She began her involvement in gender justice in 2007, volunteering in a micro-finance consultancy in India and an NGO fighting violence against women and trafficking in Nepal.

Elisa has been involved with AWARE since 2016: as a trainer with Catalyse Consulting, a counsellor, a volunteer Helpliner and a project manager for the Women's Helpline expansion.



Treasurer: Aarathi Arumugam

Aarathi Arumugam is an entrepreneur whose career trajectory has taken her along different paths, from corporations to volunteer organisations to start-ups.

Since becoming a member in 2009, Aarathi has volunteered with AWARE as a trainer, educating and raising awareness about workplace sexual harassment and comprehensive sexuality education.

In 2019, she also conceptualised and executed a series of events called Kitchen Movements, to raise awareness and funds for a women's charity in Singapore.

Aarathi also currently serves as Every Child's Chief Operating Officer.



Assistant Treasurer: Kathy Park

Kathy Park is President at CooperVision, spearheading Asia-Pacific business for the optical company.

She has worked for various companies, such as Essilor and Johnson & Johnson, with a mission of improving people's lives by improving their vision.

She has played an active role in organising and advocating for women's leadership in the workplace.

With her experience leading a global company and serving on corporate Boards, she is excited to be part of bigger changes to come in the landscape of gender equality.



Secretary: Teo You Yenn

Teo You Yenn has been a member and volunteer at AWARE since 2004. She is a sociologist whose research and teaching focus on poverty and inequality, governance and state-society dynamics, gender and class.

She is the author of *Neoliberal Morality in Singapore: How family policies make state and society* (Routledge, 2011) and *This Is What Inequality Looks Like* (Ethos Books, 2018).

She is one of the founding editors of AcademiaSG, a platform that promotes scholarship on Singapore and publicly engaged research.



Board Member: Fikri Alkhatib

Fikri Alkhatib has been an AWARE member since 2012 and has volunteered on a number of advocacy and research initiatives, including the We Can! campaign to end violence against women and the Women's Action website for SG50.

She has a Masters in Sociology from Columbia University and is a former Public Service Commission scholar.



Board Member: Ho Shyn Yee

Ho Shyn Yee has been a volunteer and fundraiser for AWARE since 2015, including active participation in the Annual Fundraising Ball Committee and Fundraising Board Sub-Committee.

With more than 20 years of experience in the technology, travel/hospitality and advisory sectors, Shyn Yee lends her commercial acumen, agile management approaches and strategic thinking capabilities to AWARE.



A strong advocate for gender equality, she has led corporate women's chapters, championing gender parity in the workplace and in leadership. Shyn Yee is also a fellow with the National Volunteer and Philanthropy Centre and Alumni Advisory Member at her alma mater Singapore Management University.

Board Member: Laavanya Kathiravelu

Laavanya Kathiravelu is Associate Professor in the School of Social Sciences at Nanyang Technological University. Her research sits at the intersections of international migration, race and ethnic studies and contemporary urban diversity, particularly in Asia and the Persian Gulf.

Her first book was *Migrant Dubai* (2016), which interrogated the experiences of low-wage migrant workers in the emirate of Dubai.



She has also published widely on issues of race, inequality and migration in Singapore.

Prior to joining NTU, she was a postdoctoral fellow at the Max Planck Institute for the Study of Religious and Ethnic Diversity. She was also a Fung Fellow at Princeton University between 2015-16. Laavanya is a Board member of migrant welfare organisation HOME. In 2022, she was a Fulbright Scholar based at the City University of New York.

Board information stating their occupation and experiences with charities and corporations is available [here](#) and in annex.

2023 BOARD ATTENDANCE

AWARE Board held a total of 10 Board meetings between January 2023 and December 2023. No Board member was absent for three consecutive Board meetings.

Board position	Name	Number of meetings attended in 2023
President	Ong Soh Chin	10/10
1st Vice President	Penny Shone	8/10
2nd Vice President	Elisa Kang	8/10
Treasurer	Aarathi Arumugam	8/10
Assistant Treasurer	Kathy Park	7/10
Secretary	Teo You Yenn	8/10
Board Member	Fikri Alkhatib	10/10
Board Member	Ho Shyn Yee	7/10
Board Member	Laavanya Kathiravelu	5/10
Board Member until 6 May 2023	Zheng Huifen	2/3

BOARD COMMITTEES

Board Committees serve as an extension of the Board and oversee specific aspects of AWARE’s work. They act as a resource for the management team, and help to ensure that all activities are aligned with AWARE’s vision, mission, strategies and goals.

Four of the committees oversee AWARE’s public-facing activities: Advocacy & Research, CARE, Catalyse Consulting, and Fundraising. The other four oversee matters related to AWARE’s organisational strength: Audit, Human Resources, Board Recruitment, Leadership & Governance. The members of each Board Committee report to the Board half-yearly on their work plan.

At the end of the term, each Board Committee also provides a summary of work completed to the Board. The Terms of Reference for the Board Committees can be found [here](#).

Advocacy & Research	Audit	Board Recruitment	CARE
<p>Chair: Zheng Huifen</p> <p>Members:</p> <ul style="list-style-type: none"> • Fikri Alkhatib • Teo You Yenn 	<p>Chair: Zeng Lihui</p> <p>Members:</p> <ul style="list-style-type: none"> • Aarathi Arumugam • Soh Eng Kiau • Ying Wu 	<p>Chair: Jasmine Ng</p> <p>Members:</p> <ul style="list-style-type: none"> • Fikri Alkhatib • Margie Thomas 	<p>Chair: Elisa Kang</p> <p>Members:</p> <ul style="list-style-type: none"> • Grace Cheong • Cindy Ng
Catalyse	Fundraising	Human Resources	Leadership & Governance
<p>Chair: Kathy Park</p> <p>Members:</p> <ul style="list-style-type: none"> • Laavanya Kathiravelu • Konstantin Strangas 	<p>Chair: Ho Shyn Yee</p> <p>Members:</p> <ul style="list-style-type: none"> • Esther Chang • Zheng Huifen 	<p>Chair: Jean Fung</p> <p>Members:</p> <ul style="list-style-type: none"> • Jean Low • Penelope Shone • Jacqueline Wong • Lillian Wong 	<p>Chair: Penelope Shone</p> <p>Members:</p> <ul style="list-style-type: none"> • Elisa Kang • Winifred Loh • Ong Soh Chin • Margaret Thomas



**MANAGEMENT
& STAFF**

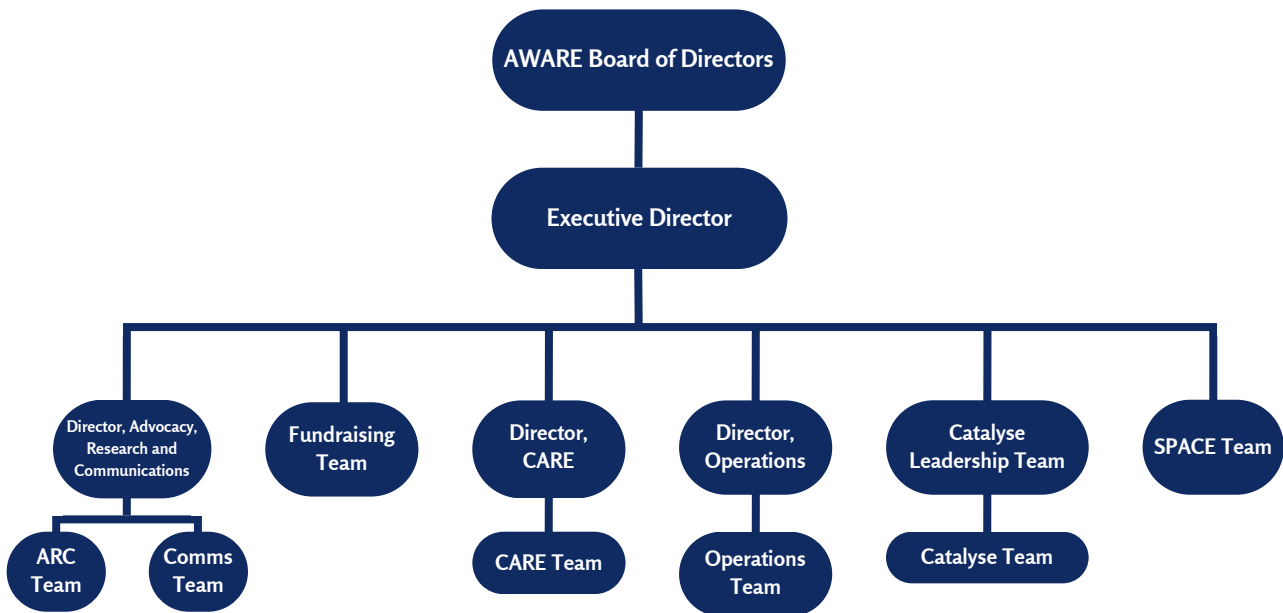


STAFF STRENGTH

In 2023, AWARE increased capacity slightly to meet sustained demand for services. At the core of AWARE is our caring and passionate staff.

While we provide care to our clients and engage our community, we must not neglect our staff. Hence, in 2023 we started an employee engagement survey to help identify improvements and work towards furthering a supportive and fulfilling work environment.

Staff strength was 33.6 FTE (full-time equivalent) as of 31 December 2023, distributed in the chart below.



No staff are involved in setting their own remuneration.

There are no staff serving on the Board of AWARE. 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.

In 2023, the five highest-paid employees are remunerated between \$100,000 and \$200,000; they do not serve on the Board of AWARE. In 2022, we had four employees in the above-mentioned remuneration band.

SENIOR LEADERSHIP

The Executive Director is accountable to the Board to plan, direct, and control all of the Society's programmes and services. She is assisted by the senior leadership team.

Executive Director: Corinna Lim

Appointed March 2010

Corinna Lim is AWARE's first Executive Director. She has championed the rights of women for close to 30 years, advocating on issues such as gender-equal workplaces, gender violence and greater support for single parents, older women and family caregivers. Prior to joining AWARE, Corinna practised law; she also founded and served as the CEO of an IT company.



Director, CARE: Anisha Joseph

Appointed February 2017

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. She has a B.Sc (Hons) Physics, and worked in Human Resources for corporations and NGOs before joining the social sector full time.



Director, Advocacy, Research and Communications: Sugidha Nithiananthan
Appointed April 2023

Sugidha Nithi is the Director of Advocacy, Research and Communications at AWARE. A lawyer by training, she has spent more than 25 years as a litigator and corporate lawyer. She has been a loyal supporter of AWARE for decades, volunteering in its legal clinic and other areas, and has now come on Board with AWARE full-time.



Director, Operations: Yasmine Tan
Appointed February 2023

Yasmine joins AWARE with 12 years of experience in the social good sector, having lived and worked in Singapore, Dubai and Cyprus. Before AWARE, Yasmine has been focusing on developing strategy, projects, people and systems to improve organisation success. Her last role enabled her to scope and oversee more than 80 capacity building consulting projects, engage with 100+ social good organisations as well as develop thought leadership for the sector. Yasmine is a certified ISO 9001 Internal Auditor and has a Bachelor of Science degree in Real Estate, NUS Business School. She is also a co-founder of an environmental technology service provider.






FINANCE, GOVERNANCE & POLICIES

The Society adheres to the principles and guidelines of Code of Governance for Charities and Institutions of a Public Character (Revised 2017) (“Code of Governance”), the Charities Act and regulations governed by the Charity Council.

AWARE has been accorded IPC (Institution of a Public Character) status from 01/09/2022 to 31/08/2024. AWARE has a constitution as its governing instrument.



FINANCIAL OVERVIEW

AWARE has a reserves policy of at least 12 months' worth of annual operating expenditure to which the Society has complied with as at 31 December 2023 and 2022.

The reserves ratio (ratio of total funds to annual operating expenditure) as of 31 December 2023 is 1.77.

AWARE ended 2023 with a surplus of \$52,101 (2022: \$592,019). It had an income of \$4,136,688 (2022: \$4,279,312) and expenses of \$ 4,084,587 (2022: \$3,687,293).

AWARE's total funds at the end of 2023 were \$7,229,225 (2022: \$7,177,124). We have designated \$500,000 of reserves for succession planning over the next three years.

For the year in review, AWARE has disclosed the purpose, amount and usage of restricted funds in its Financial Statements. There is no fixed timing to use the remaining restricted funds.

The 2023 Audited Financial Statements can be found [here](#).

FINANCIAL OVERVIEW

For the year ended 31 December	FY2023 (\$'000)	FY2022 (\$'000)
Voluntary income	2,568	2,430
Activities for generating funds	1,400	1,677
Other income	168	172
Total income	4,136	4,279
Costs of generating funds	215	210
Charitable activities	3,832	3,433
Governance costs	8	15
Other expenditures	29	29
Total expenditures	4,084	3,687
Net income	52	592

For the year ended 31 December	FY2023 (\$'000)	FY2022 (\$'000)
Total Assets	8,247	8,373
Total Liabilities	1,018	1,196
Net Assets	7,229	7,177
Total unrestricted funds	5,750	6,617
Total restricted funds	1,479	560
Total Funds	7,229	7,177

For the year ended 31 December	FY2023 (\$'000)	FY2022 (\$'000)
Annual Operating Expenditure	4,084	3,687
Ratio of Total Funds to Annual Operating Expenditure	1.77	1.95

GOVERNANCE COMPLIANCE

The Board and Management of AWARE are collectively responsible for ensuring compliance with the Code of Governance and all relevant laws and regulations. The Society has complied with all of the code requirements.

S/No	Code guideline	Code ID	Response
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). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years.		No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied

S/No	Code guideline	Code ID	Response
Conflict of Interest			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	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) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal, and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity?		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied

S/No	Code guideline	Code ID	Response
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 which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures 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?		Yes
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 or unsolicited) during the year?		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in-kind during the year?		Yes
23	All donations in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

S/No	Code guideline	Code ID	Response
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
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
	Does the charity employ paid staff?		Yes
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) if any of the 3 highest paid staff also serves on the Board of the charity. ORThe charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR 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

Internal Controls

For the year in review, AWARE continued to work towards internal controls and governance of the Society's mission. To this end, we carried out the following initiatives:

A. Internal Reviews conducted

1. New Employee Engagement Survey
2. Review of Operations Functions
3. Expense System Evaluation
4. New Code of Governance Self-Evaluation
5. Charity Transparency Framework Self-Evaluation

B. Information Management

1. New AWARE Calendar of Events developed and shared
2. New Directory of Information developed and shared
3. New Board Key Decisions documented
4. New Guide on email communications

C. HR and Finance Management

1. Updated Board Approved HR Approval Matrix
2. Updated HR Change Form with new guide
3. New Board Approved Vendor List
4. New virtual payment system tested and implemented

D. IT/ Data Management

1. DocuSign implemented for employee contracts and third-party agreements
2. HR Management System improvement and tested for implementation in 2024
3. Data Protection Essential and Cyber Security Mark projects approved for implementation in 2024

E. Risk Management

1. New Board approved Risk Management Policy
2. New Risk Incident Reporting Form
3. New Conflict of Interest declaration added in Purchase Requisition Form and Training Requisition Form

Policies

i) Conflict of interest

AWARE has established a Conflict of Interest policy at the Board and staff levels to assist in identifying and managing potential areas of conflict. The Board and staff are required to act at all times in the best interest of the Society. All Board and staff members are required to read and understand the conflict of interest policy and declare actual or potential conflict at the start of the term and employment, or as soon as such actual or potential conflict arises. When a conflict of interest arises, the Board/ employee shall abstain from participating in the discussion, decision-making and voting on such matters.

ii) Financial policies

AWARE's financial policies require competitive quotations for fair pricing. Annual budgets are approved by the Board before adoption. Payments are regulated by a payment process and in accordance with the mandate for payment.

iii) Reserves

AWARE aims to maintain a reserve that is equivalent to at least 12 months of its operating expenses to ensure continuity of its services and programmes. The reserves are held in cash in either current or fixed deposit accounts, in accordance with guidelines on minimising risk and maintaining liquidity. These operational guidelines have been established and approved by the Board.

Every six months, the Board reviews the amount of reserves that are required to ensure that they are adequate. If the reserves fall below the threshold of 12 months operating expenses, Board approval will be required to utilise the remaining reserves. Management will inform the Treasurer or Assistant Treasurer at least three months before the cashflow is expected to breach the threshold.

iv) Loans

AWARE does not:

- Grant any loans, donations, grants or financial assistance;
- Receive any loans for any purpose or tenure;

without the prior written approval of the Board.

v) Risk Management

AWARE reviews and updates the management, Board and the risk register periodically. Process owners review their processes, assess the adequacy of controls and put in place mitigating measures where applicable. Key risks are discussed in management meetings as part of awareness and updates are provided to the AWARE Board.

vi) Public Image

AWARE publishes information relating to its programmes, events and activities through various social media, newsletters, and other collateral. A summary of media coverage is included in the monthly management report that is provided to the AWARE Board.

viii) Whistleblowing

AWARE has adopted a whistleblowing policy (publicised on its website) whereby people can report misdemeanours to whistleblowing@aware.org.sg. Any employee, secondment staff, contract staff, member, volunteer, vendor, contractor or member of the general public who notices or is aware of any wrongdoings can lodge a report to the Audit Board Committee.

ix) Other policies

In addition to the above, AWARE has a range of documented policies and procedures, including the following:

1. Anti Harassment and Anti Discrimination Policy and Procedures
2. Board Roles Policy and Code of Conduct
3. Consultants Code of Conduct
4. Data Protection Policy
5. Employee Handbook
6. Financial Policy and Procedures
7. Social Media Policy
8. Whistleblowing Policy
9. PR Crisis Plan



ANNEX

2022-2024 Board Information

All of the following Board members were appointed at the Annual General Meeting on 23 April 2022. With the exception of Ms. Ho Shyn Yee who was co-opted to the Board in May 2022.

Ms. Zheng Huifen stepped down from the Board as of 7 May 2023. There are no Board members who have served more than 10 consecutive years.

Name and title	Positions held in AWARE Boards since 2010	Current occupation	Board positions outside of AWARE Board
ONG SOH CHIN President	Board member since 2016	Communications and Editorial Consultant	Board Member, Singapore Council of Women's Organisations
PENNY SHONE 1st Vice President	Honorary Secretary (2018-2020); 1st Vice President (2020-2022)	Company director, business consultant	Community Engagement Committee, Assisi Hospice
ELISA KANG 2nd Vice President	Co-opted to Board since 2019	Impact Investor	-
AARATHI ARUMUGAM Treasurer	Treasurer (2020-2022)	COO at Everychild.sg	-
KATHY PARK Assistant Treasurer	-	President at CooperVision	-
TEO YOU YENN Secretary	Board member (2010-2016), Secretary (2022-24)	Associate Professor, Nanyang Technological University	-
FIKRI ALKHATIB Board Member	-	Manager, Action for AIDS and Crew, Climb Central	-
HO SHYN YEE Board Member	Co-opted to Board May 2022	MD, Data and Software Solutions, PropertyGuru Group	Board member at MyPropertyData Sdn Bhd, Malaysia
LAAVANYA KATHIRAVELU Board Member	-	Associate Professor, Nanyang Technological University	Board member, HOME
ZHENG HUIFEN <i>Board Member until 6 May 2023</i>	Assistant Treasurer (2020-2022); Ordinary Board Member (2022 - May 2023)	Legal Services Consultant, Axiom Global Solutions Pte Ltd	-

2023 MAJOR BOARD DECISIONS

February 2023

- Approved the Performance Bonus Proposal for 2022
- Approved the Audit Board Committee Terms of Reference
- Approved the Risk Management Policy
- Approved the allocation of the Management and Admin Fee for 2023

March 2023

- Approved the Immediate Past President will serve until April 2023
- Approved the 2022 Governance Evaluation Checklist

April 2023

- Approved the Salary Review and Staff Salary Increments for 2023
- Approved the notice for AGM
- Approved the changes to AWARE's Constitution
- Approved the Audited Financial Statements for the year ended 31 December 2022
- Approved the appointment of lawyers for Catalyse Consulting spin-off
- Approved the hiring of new directors

June 2023

- Approved the amendment by ROS to AWARE's Constitution
- Approved the selection of trustees and directors for Catalyse Consulting spin-off
- Approved the creation of new unrestricted fund: Hysteria Ball Fund
- Approved addition of new 2023 Tote Board matching funds to restricted fund: Tote Board fund-raising programme
- Approved the submission of 2022 GEC, Annual Report and online financial summary
- Approved the updated HR Approval Matrix
- Approved the job description for Deputy ED

August 2023

- Approved the vendor list
- Approved the AGM 2023 minutes

September 2023

- Approved the transfer of moneys from Hope in the Dark Fund to Research & Advocacy Fund (70%), Sexual Assault Care Centre Fund (15%) and SPACE (15%)

- **October 2023**
 - Approved the proposal for new IT system for CARE
 - Approved the legal structure for Catalyse Consulting spinoff

- **November 2023**
 - Approved the terms of resignation and removal for Catalyse Consulting Trustees
 - Approved the share capital for Catalyse Consulting

- **December 2023**
 - Approved the 2023 Annual Wage Supplement for staff
 - Approved the valuation amount, loan amount, the appointment of trustees and directors and AWARE management services for Catalyse Consulting spin-off

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@awaresg



@awaresingapore



@awarenews

AWARE Singapore

5 Dover Crescent #01-22 Singapore 130005