mindfull community

where minds find light

Annual Report 2025

Mindfull Community

Our Mission

We are a **safe, nurturing space** where individuals can talk **openly, find support,** and **access the right tools and resources** to build resilience. Through education, coaching, and community, we empower everyone — whether affected directly or indirectly — to thrive and navigate life's challenges with strength and hope.

Our Vision

A world where mental wellness is **embraced by all** — free from stigma, supported by community, and integrated seamlessly into everyday life.

Where Minds Find *Light*

It would be quite an understatement to say that 2025 was a year of change for us.

One thing that remained the same though was our commitment to reshaping mental health support, making it more pre-emptive, human and shared — creating a place where light shines through understanding, peer connection and collective strength. We did so by uniting youth and caregiver services, and built an ecosystem where no one should feel like they have to navigate their darkness alone. Because everyone deserves beacons to guide them along their mental health journey.

Because every mind deserves light.

Chairman and CEO's *Message*



2025 was a defining year for our organisation. Across Singapore, mental health has taken centre stage in national conversations. With the continued cross-sector push toward earlier intervention, accessibility and community support, we are witnessing a pivotal shift: mental health is no longer a side conversation but a national priority. This growing recognition affirms what we have long believed — that mental well-being is foundational to strong families, resilient communities and a thriving nation.

In 2025, we incorporated the mission of Resilience Collective into Caregivers Alliance Limited's operations, to serve the wider community of youths, caregivers and their families. From this strategic integration, Mindfull Community was born. More than a merger, this coming together embodies our shared conviction that no one should have to navigate mental health challenges alone. At its core, Mindfull Community represents a deliberate shift — from viewing mental health through clinical intervention, to a proactive stance of strengthening the ecosystem around each person. Through a community-centred approach, we reduce fragmentation and embrace wellness and recovery as a shared responsibility.

We aim to be the go-to organisation for mental health, where every person who comes through our doors can find help, hope and support. Learning to identify distress early and act quickly is key. There is value in supporting families earlier – helping them strengthen relationships, communication and coping strategies – rather than responding only when stress has reached a breaking point. Prevention and early support do more than reduce crises; they restore confidence, dignity and stability to those who may feel overwhelmed.

This year's theme, "Where Minds Find Light," reflects our belief that even in moments of darkness, clarity and hope are possible when we journey together. As these pages move from dark to light, they symbolise the journeys of the families and youths we serve — from uncertainty to understanding, from isolation to connection, from weight to lightness.

Hsieh Fu Hua (Chairman)
and Tim Oei (CEO)

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Bringing Hope, Warmth, and *Light*



In the same way that light can be both a beam through a keyhole or the flood of spotlights in a stadium, our programmes may all be designed to help minds find light — but they each do so in different ways for different people and their needs.

Some programmes **shine** brightly, a signal of hope and help for anyone.

Others **radiate** outwards, building communities where people feel seen, supported and less alone.

And some **illuminate** connections — between people, families and communities — that remind us we are stronger together.

Our Impact in 2025

As we look ahead, the need for early, community-based mental health support continues to grow. We all play a part together.

Mindfull Community's work is guided by a simple belief: when communities are **equipped, connected, and mobilised,** mental health outcomes improve.

In 2025, your contributions made it possible for caregivers, persons-in-recovery and their families to access support earlier, find moments of respite, and reconnect with others who understand their journey.

These outcomes reflect more than numbers — they reflect lives made lighter, and communities made stronger.



1,481

people and peer supporters trained through our training programmes



79%

recognise mental health warning signs early and seek help sooner



1 in 2

reported a **reduced sense of isolation**



79%

felt more **confident** as caregivers



69%

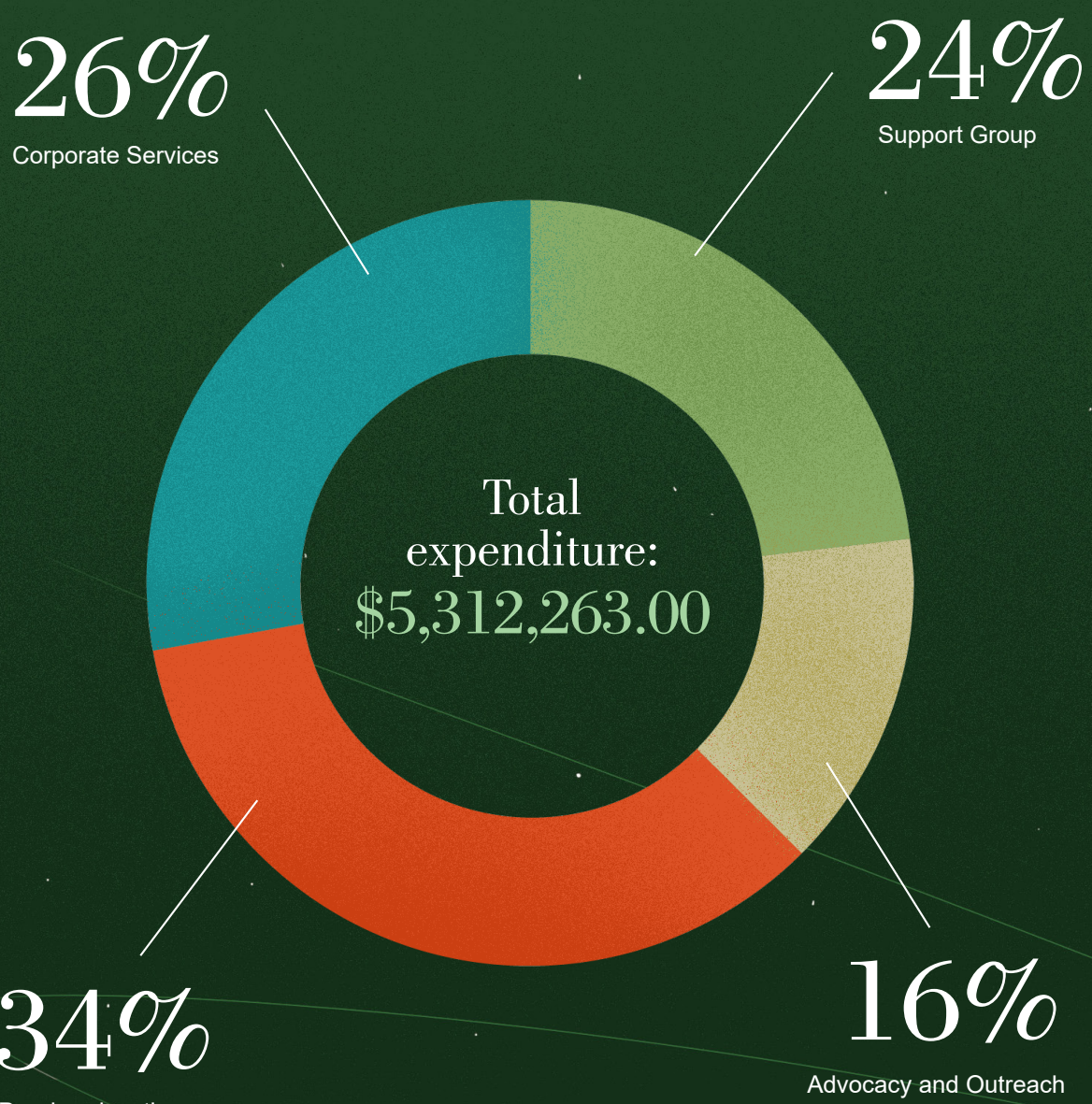
gained **practical coping** and **self-care skills**



New

Bridging Hearts

We launched a **space for families** to connect though safe conversations around emotions and mental health



From *support* to *strength*



When Shin Loong's eating habits began to change, his family grew concerned. By the time he went to university, his condition had escalated, leading to hospitalisation and an eating disorder diagnosis.

Amid fear and uncertainty, his family found community through our caregiver education programmes. Connecting with others who understood their journey, they gained knowledge, confidence, and the strength to better support their son.

Shin Loong's turning point came while attending our Circles of Resilience programme, a safe space to share and be heard, to reflect and share about his lived experience.

Having found his footing in his own recovery journey, he now gives back as a volunteer and mental health advocate, walking alongside others with the empathy and hope that once helped him find his own way forward.

Shine

Sending Out a Signal for Those in Need

Some walk in fog, some drift at sea,
not sure what help could ever be.
They've searched for answers, searched for names —
the OCD, the eating, the silent shames.

Then comes a beam, precise and true:
"Twelve weeks of tools to carry you."
Not warmth for all, but light for one —
a torch until the darkness is done.

"I see you there", the signal calls.
"The one who's pressed against the walls."
This focused shine, this saving grace —
a lighthouse just for you and your tired face.

- Arianna Marie



A *Torch* Passed Hand-to-Hand

Caregivers-to-Caregivers (C2C) Education Programmes

Our Caregivers-to-Caregivers (C2C) Education Programmes — delivered by trained staff and volunteers with lived experience — are shaped by empathy, and a deep understanding of what support truly looks like.

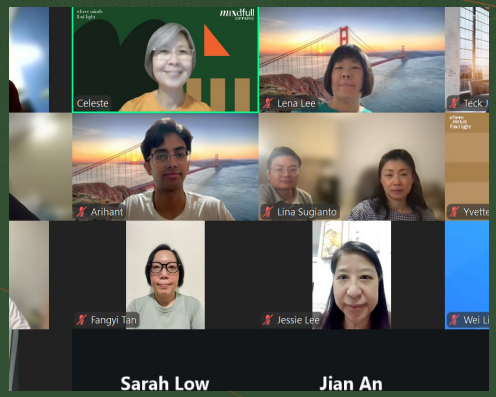
Our signature C2C classes span three categories: **mental health conditions, dementia** and **eating disorders.**

All classes are available in English, Chinese, and Malay, except for our eating disorder classes which are run in English.

C2C - Mental Health Education Programme

C2C – Mental Health (C2C – MH) is a 12-session course for caregivers of persons living with mental health conditions.

Participants **learn knowledge, skills, and strategies** related to: the brain and mental health conditions, medications and their effects, communicating with a loved one during distress, understanding recovery and resilience, and the foundational importance of self-care.



C2C – MH Graduation (Online)



C2C – MH class held at Sparks@Bukit Canberra

The light that found them

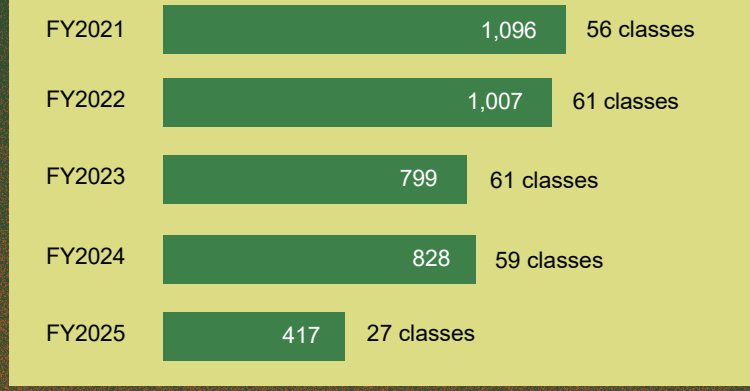
Like many others, husband and wife Boon Tong and Puay Kheng initially struggled as caregivers to their child who had been diagnosed with schizophrenia and obsessive-compulsive disorder. There were the many practical challenges that came with this role, of course — but there were the emotional ones too, such as shame over who they were.

When they joined the C2C-MH Programme, however, they learned that there was no reason to hide. The 12-week class provides caregivers with the tools to better care for their loved ones — as well as in-depth understanding of mental health conditions. Since then, Boon Tong and Puay Kheng no longer shy away from who they or their child are. “We learned to develop empathy, acceptance and resilience, enabling us to better support our loved one,” they say proudly.



Boon Tong and Puay Kheng, caregivers to son with schizophrenia and obsessive-compulsive disorder

Participants through the years



C2C - Dementia Education Programme

C2C – Dementia (C2C – DM) is an eight-session course designed specifically for caregivers of persons living with dementia. The curriculum addresses the real, daily challenges that dementia caregivers face — from **understanding the progression of the condition** to **responding to behavioural changes with both confidence and compassion.**

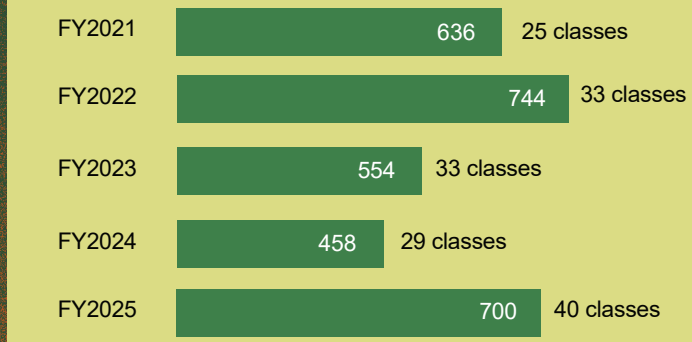


C2C – DM Graduation (Chinese)



C2C – DM (Malay) at Masjid An-Nur

Participants through the years



From Commandos To Compassion

Zubaidah has been her mother's caregiver since May 2020. Before the dementia diagnosis, she would describe her mother as "very capable". She even jokes that when they were young, her mother would "command us like we were commandos". After the diagnosis though, her mother grew more confused and couldn't maintain her daily routine.

Zubaidah was introduced to the C2C-Dementia programme by her sister-in-law. The 8-week class helps caregivers understand dementia better, respond to behavioural changes, and provide care with confidence and compassion.



Zubaidah, caregiver to mother with dementia

The class armed Zubaidah with the knowledge she needed to take care of her mother — in a similarly capable way that her mother once took care of her. Since then, she has become an advocate for the programme. "Of course, we wanted to share it with our circle of friends and our family," she says.

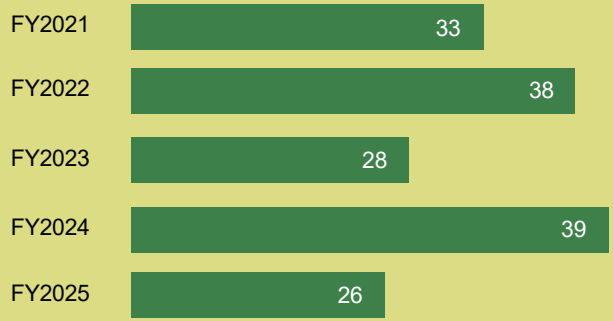
C2C - Eating Disorder Education Programme

Adapted from our C2C-Mental Health curriculum and developed in collaboration with KK Women's & Children's Hospital, C2C-Eating Disorder (C2C – ED) is a 12-session course that **supports caregivers of persons living with eating disorders such as anorexia, bulimia, and binge eating disorder.** Participants gain a deeper understanding of these conditions and related mental health challenges including anxiety, depression, and obsessive-compulsive disorder.



Meenakshi, caregiver to daughter with an eating disorder

Participants through the years



"Be steady, be brave"

As a caregiver to her daughter with an eating disorder, Meenakshi's role comes with a variety of challenges, from finding the right doctor to deciding whether it's better for her child to attend classes purely online. Meenakshi even started seeing her daughter more as a patient than as her child. "It changes the way you look at them," she said.

She then found our C2C-ED Programme. Developed with KK Women's & Children's Hospital's Eating Disorder unit, the 12-week class gives caregivers a deeper understanding of anorexia, bulimia and binge eating, and related mental health challenges.

It was through this programme that Meenakshi really understood that she isn't alone. She has her faith and family — and this has strengthened her. "Be steady, be brave," she tells other caregivers, "and don't forget to care for yourself first."

A Room Full of Gentle *Beams*

Protected, Intentional Time with our Resilience & Respite Retreat

This structured respite for caregivers gives them the **space to rest, breathe, and reconnect with themselves** — strengthening emotional awareness, fostering support through shared experiences — while reminding them that they, too, deserve care, support and renewal.

Caregiving can feel relentless — leading to deep fatigue, emotional strain, and moments where caregivers lose sight of themselves. Their caregiving role becomes so central to their identity that stepping away can feel unfamiliar, even uncomfortable.

A “home away from home” — a break from their roles — is something that they never would have thought possible. Then, in 2024, we began the Respite & Resilience Retreat (R&R).

In 2025, we took participants’ feedback into account and refined our retreat even further to better cater to their needs, by shortening the retreat to a day at a venue — YMCA Fort Canning — that’s more central.



Caregivers with uplifted spirits after the Respite & Resilience Retreat run

Radiate

Building Communities to Strengthen Mental Health and Resilience

Before a single circle formed,
before a helping hand was warmed,
there was a source that simply stayed
and from that warmth, a world was made.

So when a caregiver finds their voice,
or someone lost makes their own choice
to sit and share their heaviest weight —
that's radiance that won't abate.

No spotlight here, no narrow ray,
just steady light that grows each day.
The kind that says "You're not alone."
The kind that feels like coming home.

- Arianna Marie



Lighting The Way Before The Storm

Caregivers-To-Be Programme

The four-week Caregivers-To-Be (C2B) Programme is designed to enhance mental health awareness at the workplace. The C2B Programme **trains employees to be aware of mental health distress** and **promote a psychologically safe workspace** as mental health advocates.

Expanding The Circle of Readiness

This financial year, we ran a series of sessions with Capital Group and Deutsche Bank, reaching over 60 participants.

Through these partnerships, we have extended mental health awareness and crisis support into the wider community. Our corporate partners are now active contributors to a culture where care, awareness, and early support become part of everyday life.



Deutsche Bank's C2B graduates are empowered to be mental health advocates at the workplace

Shoulders that *Glow*

Caregivers-for-Caregivers Support Groups

The Caregivers-for-Caregivers (C4C) Support Group Programme consists of **structured, monthly support groups** that meet over a full year. Caregivers **explore topics tied to their unique needs, roles, and family dynamics.** Staff facilitate the first five sessions; after that, caregivers begin to shape the space themselves, drawing from lived experience and supporting one another as equals.

A Year of Showing Up

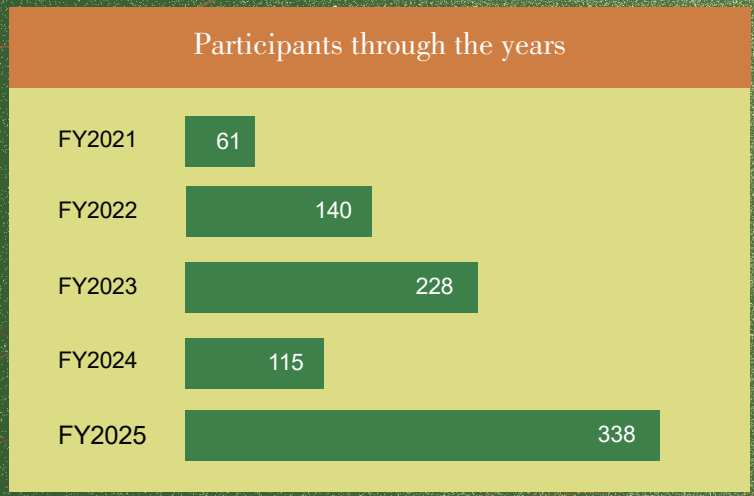
Previously, our caregivers had to finish our Caregivers-to-Caregivers (C2C) Education Programmes before joining a support group. However, we realised that many caregivers needed support whilst they were still learning, and sometimes even earlier in their journey.

From 2025, caregivers can now join our C4C support groups whilst simultaneously attending their C2C education programme classes. No longer do they have to wait to feel supported, as learning and healing now happen side by side.

We now meet caregivers where they are, and not just at the finish line.



Walk at Jurong Lake with C4C Support Group



Where No One Stands in the *Shadows* Alone

Circles of Resilience Support Group

Circles of Resilience (CR) is a **peer-driven support group for youths living with or recovering from mental health conditions.** Groups meet weekly or bi-weekly in small, closed cohorts, building trust over time. Each session uses **guided conversations and activities** to encourage honest reflection, peer support, and progress toward personal mental health goals.

Recognising that youths experience different challenges as they move through key life transitions, we adapted our Circles of Resilience to better support them at each stage of their journey.

From navigating friendships and overcoming isolation, to adjusting to the demands and relationships of the workplace, our themed support groups provide safe spaces where youths can build confidence, strengthen connections, and feel understood.



Members engaging in a reflective exercise at our Combined CR

"We are never truly alone."

It is easy to feel isolated when navigating the struggles of life. Joon, who works in healthcare, understands this well. "When facing difficult periods, our minds often tell us that we're the most unlucky or the most hopeless. We might feel that no one else has it as bad as we do, and others can't possibly understand what we're going through."

Joining Circles of Resilience has been a very meaningful experience for Joon. This peer-led support group is a safe, consistent space where people with lived mental health experiences come together to share insights, navigate challenges and support one another in their personal journeys.

As both a member and facilitator, Joon's experience has helped him gain new insights into his own struggles and grow his mental health resilience through the community's shared experiences. "Listening to the stories of others, I realised that many of us share very similar experiences of crisis and distress. I saw that many members are much stronger than they give themselves credit for. They are constantly challenging their difficult emotions and finding their own individual ways to cope."



Joon, a Circles of Resilience member

Light You Can Build With

Resilience Quest

Resilience Quest (RQ) is an **experiential programme** for youth leaders. They **take part in activities and discussions** that focus on building mental health resilience through positive relationships with self and others; and this in turn, equips them to go on to lead community initiatives that transform their communities into spaces for care and support.



Highlights from our first Resilience Quest at Singapore Polytechnic

This new programme began in October 2025, with students from Singapore Polytechnic. It's part of an ongoing initiative to create and drive innovative programmes, designed to build communities of care that support the mental health needs of youths.

What sets it apart is that Resilience Quest serves as a broader developmental pathway. Students who complete Phase 1 are invited to progress onto Phases 2 and 3, where they work alongside staff and mentors to deepen their understanding of community mental health needs, and design mental health care projects for their own communities.









A *New Dawn* in Community Care

Expanding within the Malay/Muslim Community through partnerships

Faith-based and Malay/Muslim organisations continue to be important partners in strengthening mental health literacy within these communities. In 2025, two such organisations helped us anchor and advance our Malay-language programmes.



Our CEO was honoured to receive the Resource Partners Award from HPB & M³.

Perdaus

Perdaus has grown from a small initiative offering weekend Islamic classes for children, into a Muslim voluntary welfare organisation grounded in investing in individuals at every stage of life. In 2025, they further supported our expansion efforts through its strong focus on family and community outreach by:

- Opening up its centres for us to conduct Malay language wellness talks.
- Growing enrolment in January 2025 from 6 to 18 participants in a week for the Malay C2C Programme, through its network of community advocates.
- Increasing awareness for our subsequent classes through a virtual mental health talk in November 2025.

Masjid An-Nur: Lighting the Way for Dementia Caregivers

Masjid An-Nur is a mosque that has a history of strong outreach programmes. In 2025, we partnered with them to launch the pilot Malay C2C-Dementia programme, further cementing a continued commitment to ensuring that language is never a barrier to receiving support.

Thanks to this partnership, over 60 caregivers signed up, leading to two successful runs in August and November. Graduates from these sessions formed our first group of Malay volunteer trainers for the dementia community — strengthening community ownership and peer-led support.

A Wider Circle, A Brighter Glow

As a mental health resource partner with the Health Promotion Board (HPB), we have extended our reach across a wider network of community partners, including M³ — Mendaki, Islamic Religious Council of Singapore (MUIS), and The People's Association Malay Activity Executive Committees Council (MESRA).

The *Steady Glow* at Every Turn

First Stop for Mental Health – Your Community Mental Health Teams

Developed by:

In Support of:

Supported by QiC

Mindfull Community's Community Health and Engagement (CHE) team runs the Caregiver Community Outreach Team (CREST-CSN) programme, an initiative under the Community Mental Health Masterplan. We focus on caregivers who are caring for persons with mental health issues and/or dementia. These caregivers may have or are at risk of developing depression, anxiety and burn-out themselves, as a result of their caregiving responsibilities.

A dedicated staff member will remain connected with caregivers, providing support throughout their journey with us. They will listen deeply, understand their situation, and match them to the right support – **counselling, psychoeducation** and **engagement activities.** Our staff stays in touch through check-ins and regular engagement activities, such as Walkie Talkie and Zentangle art workshops.

This team supports caregivers of **persons at risk of**, or **already living with, mental health conditions or dementia.** They do so by:



Educating the public on caregivers' challenges



Identifying caregiver needs and **linking them up** to community support services



Providing **psychosocial intervention and support** for their mental well-being



Empowering them to support other caregivers



A Continuity of Care

Our CHE team helps transform a fragmented set of services into a coherent, supported journey where caregivers feel held, not lost between services. Every check-in and engagement activity — be it a Walkie Talkie or an art session — becomes an act of community care.

Turning a Walk into an Act of Care

Our flagship Walkie Talkie sessions feature gentle, scenic strolls through popular nature trails in Singapore. During these few hours, our caregivers can connect with others like themselves — turning simple walks into moments of relief, conversation, and shared strength.



Walkie Talkie sessions are supported by our caregiver volunteers



Pouch painting teaches caregivers to go with the flow and allow what seems like a mess to be transformed into something beautiful and useful

In pouch painting, each pattern begins with a single stroke, just like caregiving begins with one small act of love. At first, the lines may seem random or uncertain, but as each stroke connects, a beautiful picture slowly emerges. This mirrors the caregiving journey, where daily routines, challenges, and sacrifices may feel overwhelming, yet together they create something deeply meaningful.

Partnerships that Deepen the Light

Together with agencies, cultural institutions, and specialised facilitators, these programmes reduce caregivers' sense of isolation and improve quality of life. This is done through learning experiences, creative expression, and practical caregiving knowledge.

These programmes include:

- Cognitive Stimulation Activities with REACH
- Last Aid for Dementia Palliative Care by The Life Review
- Bill's 44th, a non-verbal, comedic puppet show with Esplanade – Theatres on the Bay
- Kintsugi, presented by Esplanade – Theatres on the Bay as part of Kalaa Utsavam (Indian Festival of Arts 2025)
- Dementia-friendly home design showcases using 360° virtual reality conducted by AIC



Last Aid for Dementia Palliative Care by The Life Review

Illuminate

Shedding Light on Bonds Between Organisations



A single spark is how it starts.
One weary soul, two open hearts.
They bring their stories, raw and true,
and pass the light from me to you.

The circle widens — log by log,
a retreat deep in the woods, a fog
That lifts when someone pulls a chair,
a partner's hand that says "I'm there."

This fire doesn't burn alone.
It grows because each seed is sown.
So pull up close and take your turn.
The more we gather, the more we glow.

- Arianna Marie

Bukit Panjang Town Caregivers Connect 2.0

Launched on 8 November 2025, Bukit Panjang Town Caregivers Connect 2.0 is a **one-year community support initiative** developed under the Lean on Me programme. Mindfull is heartened to be part of this network alongside the Agency of Integrated Care, CaringSG, Fei Yue Community Services and National University Health Services.

The initiative serves caregivers across Bukit Panjang and Bukit Timah-Holland GRC through monthly wellness sessions that combine knowledge sharing, self-care activities, and peer engagement.

At the community launch, Mindfull delivered a talk on preventing caregiver burnout while preserving wellbeing. Community advisers Mr Vivian Balakrishnan, Mr Edward Chia, and Mr Liang Eng Hwa participated in a Q&A session with residents.

Since the first wellness session on 19 November 2025, five sessions have been conducted, each anchored by a different social service agency, including Mindfull Community. Sessions run in small groups of 6 to 10 caregivers, creating an intimate space for sharing and reflection. Activities have included therapeutic painting and guided affirmation exercises.

The network's collaborative approach broadens access to community-based care for caregivers across different roles and backgrounds.



Launch of community initiative at Fei Yue Active Ageing Centre (Fajar)



Mindfull Community's Reflective Art Session on 17 Dec 2025

Walking With *Light Steps* for the *Right Cause*

A Mindfull Walk 2025

This walk commemorated our first major event as a unified organisation, with us officially unveiling our new name and brand.

On this day, we came together as Mindfull Community.







A Shared Torch, Held Together

Held at Gardens by the Bay, Senior Minister of State Mr. Murali Pillai graced **A Mindfull Walk 2025** as our Guest-of-Honour. 2,200 people supported our flagship event; along with over 60 partners and social service agencies, including the Singapore Association of Mental Health and REACH Community Services.

Together, we raised over $182,000 for mental health and well-being.















Light That Gathers, *Light* That Grows

A Mindfull Dinner Conversation 2025

A Mindfull Dinner Conversation 2025 commemorated our first charity dinner as Mindfull Community. Throughout the 2-hour dinner, guests were immersed in a Human Library Experience, a discussion featuring real stories of the realities and resilience behind mental health journeys for caregivers and persons-in-recovery.

Our Guest-of-Honour, Mr. Piyush Gupta, also lent his voice and presence to the cause, participating in candid sessions that opened up conversations about mental health and well-being in the community.

















A Lit Flare

The dinner proved that fundraising and deep human connection go hand in hand. It moved guests from passive awareness to genuine understanding, showing that mental health belongs in boardrooms, at dinner tables, and in every conversation about community well-being.

Together, we raised over $600,000 in support of the dinner and also towards our online fundraising campaign.



Light That Demystifies the Dark

Understanding Anxiety Disorders, a Talk by Dr. Lee Ee Lian

Dr. Lee (founder of Singapore General Hospital's Eating Disorders programme) gave an accessible overview of anxiety disorders – prevalence, diagnosis, comorbidities, and evidence-based treatments. Attendees then went into breakout groups to discuss how workplaces and schools can foster psychological safety.

The talk equipped caregivers, educators, and leaders with knowledge to recognise and respond to anxiety. It moved the conversation from individual pathology to the role of systems – reshaping environments where people live, work, and heal.











A Table *Lit* With Gratitude

Volunteer Appreciation Lunch 2025

Our Volunteer Appreciation Lunch is our annual, dedicated celebration for every person who has given their time, energy, and heart to Mindfull Community. It's a day of good food, games, laughter, and genuine recognition. Awards are given to outstanding volunteers who have gone above and beyond, but the real focus is on simply saying thank you to everyone who makes our work possible.

Glow

We might bend, we might break,
but we all glow at the end of the day



She came here searching for a spark,
a single match against the dark.
She didn't know the seeds she'd sown
would learn to glow all on their own.

The sun dips low, the petals turn slow,
not toward the fading light, but to her — the lone soul.
What once was a dream that felt distant,
Now a bright flame she carries — on her person.

So bend, so break, then rise and stay.
We all find light at the end of day.
No need to chase what fades from sight,
because now, we are all glowing bright.

- Arianna Marie

Hands That Hold The *Flame*

Our Volunteers

Behind every Mindfull programme — every support group, every education programme, every walk and retreat — is a team of volunteers who show up not because they have to, but because they choose to. Many of them are caregivers themselves, or persons with lived experience of mental health conditions. They bring not just time, but presence — creating spaces where others feel safe, heard, and supported.

Volunteer Insights

312

volunteers who chose to act, made up of our caregivers, persons with lived experience, and community members

128

new facilitators trained to support mental health and wellness

482

volunteer roles filled, spanning facilitating support groups, to assisting in the smooth running of our key events

3221

hours dedicated to facilitating our support groups, classes, and events

Nurul Syuhadah Binte Nuraziman

Circles of Resilience
Since May 2025



"I've always been someone who feels deeply; other people's pain, their loneliness, their silence," Syuhadah says. "I thought that was something I had to harden myself against."

"Listening to people share their experiences so openly forced me to pay attention not just to what people say, but to what they carry," she says. **"One thing that really stayed with me was something my mentor, Fahim, reminded me: my empathy is not a weakness, it's a strength that I should always be proud of."**

Rudhra Devi D/O Dasaratharaj

Caregivers-to-Caregivers Programme
Since April 2025



In April 2025, Rudhra found a way to volunteer with us that was meaningful to her. **"I can channel my lived experience with mental health into helping fellow persons-in-recovery and their caregivers navigate their journeys better,"** says Rudhra.

Rudhra is a caregiver to her mother, who lives with schizophrenia. She's also a person-in-recovery with obsessive-compulsive disorder. She started sharing her story as a person-in-recovery in our C2C classes.

"This makes my life very meaningful as I can make a difference to the lives of those whose shoes I was once in as well," she says.

Margaret Zhang

Caregivers-to-Caregivers Programme
Since March 2025



"I'm grateful for the breakthroughs that Mindfull has helped to bring to my life," Margaret says.

As a person-in-recovery with depression and anxiety, as well as a caregiver to her mother, who lives with schizophrenia and hoarding, such breakthroughs mean so much to Margaret. They, in fact, inspired her to "share the message of hope with fellow caregivers — that all is not lost, for the storm will pass and more good days bringing light and peace will come."

"Volunteering with Mindfull has helped me in my healing process," she adds. "It transformed pain into a joyful purpose."

Sri Valli

Circles of Resilience
Since June 2024



"We may not always have a choice in our current circumstances, but we have to find the healthiest way to deal with it for our own sake." That's what someone in Circles of Resilience once said, and it resonated with Sri. Since volunteering with us in June 2024, she has seen that statement demonstrated over and over again in the people she encountered.

"Everyone has struggles, everyone has ups and downs," she says. "Ultimately, what matters is how we handle it. This shows me that, no matter what happens, we have it in us to be resilient for ourselves."

She adds that **being a volunteer opened her eyes to the resilience in people who struggle — yet show up for themselves.**

"We *rise* by lifting others."

- Robert Ingersoll

Train-the-Trainer Programme

Our Train-the-Trainer (TTT) programme provides a structured pathway that **turns our committed volunteers into skilled facilitators.** Throughout the learning experience, volunteers learn skills such as **active listening, managing group dynamics, and facilitating crisis de-escalation.** We also equip them with the **skills for sustainable self-care,** and graduates leave with confidence to hold space for others, with care, empathy, and steadiness.



Pilot TTT Programme for C2C-MH (Malay)



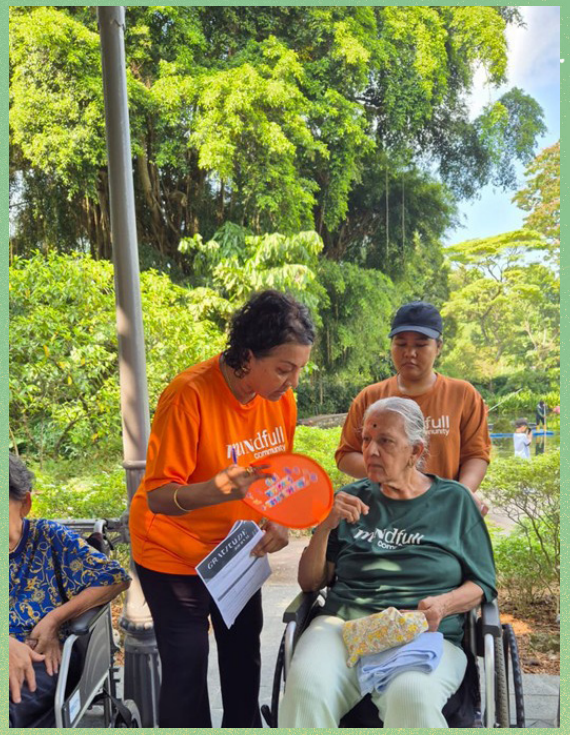
TTT Programme for Respite & Resilience

Our TTT programme transforms volunteers from passive helpers into active community leaders. Every volunteer becomes a multiplier of care, connection, and support within their own communities; running programmes, shaping experiences, and welcoming others in the Mindfull Community at large.

Volunteers in Action

at our Walkie Talkie sessions





The *Light* Bearers

Our Dedicated Team

Many of us at Mindfull Community are caregivers and persons-in-recovery ourselves. As such, when we write a curriculum or answer a helpline call, we are not referencing journals and essays alone. We are drawing from lived experience — from the exhaustion, the breakthroughs, and the quiet hope that comes from being in it ourselves.



Building Bridges

Staff Retreat 2025

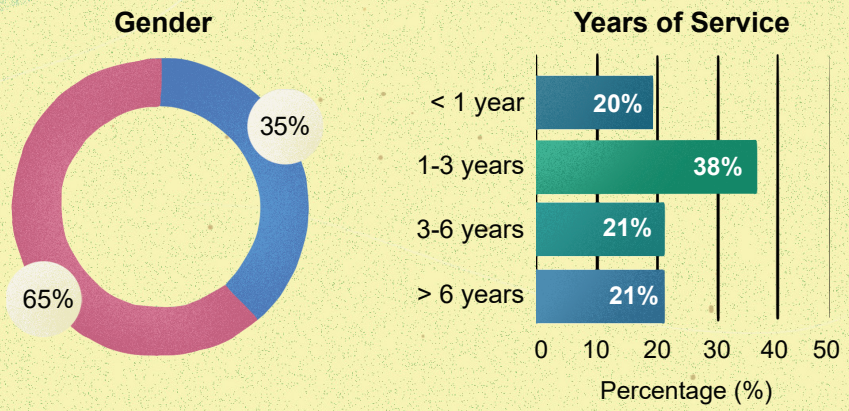
In October 2025, Mindfull Community held our first staff retreat in Johor Bahru. A morning of fun and games led to a cross-department lunch, and many conversations about personal lives, interests, and hobbies led to new connections being formed, and new stories and perspectives unfolding.



Year-End Staff Dinner

A theme of “Dress Up As Any Character!” could not have called for a better turnout. From pirates to a delivery person, every person walking through the venue’s doors had all in gasps and sometimes, in stitches of laughter. We held an appreciation award ceremony for our long-serving staff, before ending the night with a generous lucky draw.





Donors who contributed *$1,000* or more

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Bakery Brera And Fine Foods
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Capital Group
COMO Group
DBS Bank Ltd
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Seraya Energy
Singapore Telecommunications Limited
Tan Chin Tuan Foundation
Tan Oei & Oei LLC
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Individuals

Amanda Tan
Andrew Yeo Seng Thean
Austyn Yong Xin Kang
Chan Lap Tak
Chew Sutat
James Chiang Wei Meng
Chng Guek Cheng
Choo Chiau Beng
Raymond Choo Choon Sheng
Choy Lai Fan
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Chua Hong Choon
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Raymond Chua Swee Boon
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Cindy Tan Chai Hon
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Koh Mui Kiow
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Rachel Tan
Rawtaer Iris
Sam Kok Weng
Serene Goh
Steven Luk Chiew Peng
Syed Fidah Bin Ismail Alsagoff
Tan Hui Mei
Tan Kim Biau
Tan Peng Yee
Tan Swee Swee
Tan Tin Wee
Marie Tan Wan Ling
Tan Yong Kian
Kerry Tan Zili
Tina Hung
Cheryl Tong Shan Shan
Vikram Subrahmanyam
Wong Yun Chin
Woo Shian Loong
Zalifah Ibrahim

Board of Directors 2025



Hsieh Fu Hua

Chairman, Board
Chairman, Executive Committee
Chairman, Fundraising Committee

Member, Nominations & Human Resource Committee

Appointed to Board and as Chairman:
19 September 2024

Occupation: Chairman, Board of Trustees, National University of Singapore
Founder, BinjaiTree



Chan Chia Lin

Member, Executive Committee
Member, Fundraising Committee

Appointed:1 March 2025

Occupation: Director, Lam Soon Cannery Pte Ltd



Chiang Joon-Arn

Treasurer,
Member, Executive Committee
Member, Audit Committee

Appointed: 20 September 2024

Occupation: Former Head, FIR-ST Corporate Ventures, Straits Trading Limited



Goh Swee Chen

Member, Nominations & Human Resource Committee
Member, Fundraising Committee

Appointed:1 March 2025

Occupation: Chairman, Nanyang Technological University Board of Trustees
Chairman, National Arts Council



Kay Kuok Oon Kwong

Member, Fundraising Committee

Appointed: 1 March 2025

Occupation: Director, Kuok (Singapore) Limited
Director, Shangri-La Hotel Limited (Singapore)



Raymond Choo

Member, Audit Committee

Appointed: 11 May 2019

Occupation: Co-Founder, Resolution Advisory LLP



Tina Hung

Member, Executive Committee

Appointed: 1 April 2023

Occupation: Senior Consultant,
National Council of Social Service



Prof. Chua Hong Choon

Chairman, Nominations & Human Resource Committee

Appointed: 19 September 2024

Occupation: Chief Executive Officer,
Khoo Teck Puat Hospital & Yishun Health



Sallim Bin Abdul Kadir

Chairman, Audit Committee

Appointed: 20 September 2024

Occupation: Principal Consultant,
Innova Consultancy

Corporate Governance



Corporate Information

Corporate Status
Type of Entity – Company Limited by Guarantee
Date of Establishment – 25 October 2011
Unique Entity Number (UEN) – 201131617N

Charity Status
Charity Registration Date – 31 July 2012

IPC Status
IPC Status Effective Period – 01 November 2023 to 30 June 2026

External Auditor
Baker Tilly TFW LLP

Banker
- Oversea-Chinese Banking Corporation
- CIMB Bank Berhad

Company Secretary
Mohamed Salih Salaudeen,
Kreston Helmi Talib
Corporate Secretarial Pte. Ltd



Highlights of the Year

Following the rebranding, Mindfull would focus on strengthening its role as a community-based mental health organisation by deepening support for caregivers and peers, expanding service offerings, and building stronger partnerships across the ecosystem.

- Enhancing service delivery through the expansion and integration of programmes across caregivers, persons-in-recovery and community settings
- Strengthening partnerships with healthcare institutions, social service agencies, schools and workplaces to deliver more coordinated and accessible support
- Building workforce capability through job redesign, competency frameworks and structured learning and development
- Strengthening organisational capacity through dedicated transformation roles to support sustainable service delivery
- Advancing digitalisation and systems integration to improve coordination, efficiency and stakeholder experience
- Enhancing data and evaluation capabilities to support impact measurement and evidence-based planning

Plans for the following year

Mindfull will continue to strengthen its fund-raising efforts through a combination of signature events and targeted campaigns. Key initiatives will include the organisation of signature fund-raising events, such as A Mindfull Walk and A Mindfull Dinner Conversation, to engage donors, partners and the community in support of Mindfull's programmes. In addition, Mindfull will develop targeted digital and community-based campaigns to support key initiatives, including caregiver support, counselling services and peer support development. The organisation will also strengthen partnerships with corporate, institutional and community stakeholders to broaden funding sources and support programme expansion.

Mindfull's expenditure will mainly support programme delivery, organisational strengthening and sustainable operations. This includes the delivery and expansion of caregiver, peer and community-based programmes, as well as new pilot initiatives. Resources will also be allocated towards administrative and operational overheads to support manpower, systems, digitalisation and day-to-day operations.

Corporate Governance

Mindfull is committed to high standards of corporate governance, supporting accountability, transparency and effective stewardship of resources. Guided by its Constitution and Board Committee Terms of Reference, the Board provides strategic direction and oversight, working with Management to ensure alignment with Mindfull's mission, regulatory compliance, and sound risk management.

The Board meets regularly to review strategy, programmes, financial performance and key risks. Board members act in the best interests of Mindfull and declare any actual or potential conflicts of interest, which are managed in accordance with established policies.

Board members serve on a voluntary basis and receive no remuneration. Mindfull has policies and processes covering financial controls, risk management and whistleblowing, which are reviewed periodically.

To support succession planning and renewal, Board members are subject to a term limit of ten years, with a four-year term limit for the Treasurer or equivalent role.

As of 31 December 2025, the Board comprised 9 Directors and met 4 times during the year.

Board Meeting Attendance

Directors	Number of Meetings	Attendance
Mr Hsieh Fu Hua (Chairman)	4	4
Ms Chan Chia Lin (Appointed 1 Mar 2025)	4	4
Mr Chiang Joon-Arn (Treasurer)	4	4
Mr Raymond Choo	4	4
Prof Chua Hong Choon	4	3
Ms Goh Swee Chen (Appointed 1 Mar 2025)	4	3
Ms Tina Hung	4	3
Mr Sallim Bin Abdul Kadir	4	3
Mdm Kay Kuok Oon Kwong (Appointed 1 Mar 2025)	4	4

Mindfull has 3 Board Committees:

Executive Commitee (EXCO)	Chairperson	Member
The EXCO supports the Board in providing strategic oversight of Mindfull's key organisational matters. Its role includes reviewing strategic plans, annual budgets, major policies, financial performance, programme effectiveness and matters delegated by the Board from time to time.	Mr Hsieh Fu Hua	Ms Chan Chia Lin Mr Chiang Joon-Arn Ms Tina Hung

Audit Committee (AC)	Chairperson	Member
The AC assists the Board in overseeing audit, financial reporting, internal controls and regulatory compliance matters. Its responsibilities include reviewing audit plans and findings, monitoring the independence of external auditors, conducting periodic checks on key processes, and reporting any financial irregularities or governance concerns to the Board.	Mr Sallim Bin Abdul Kadir	Mr Chiang Joon-Arn Mr Raymond Choo

Nominations & Human Resource Committee (NHC)	Chairperson	Member
The NHC supports the Board in Board renewal, Board and committee nominations, and oversight of key human resource matters. Its responsibilities include reviewing Board composition and independence, succession planning, performance evaluation, and recommending HR policies, compensation and development matters for Board approval.	Prof Chua Hong Choon	Ms Goh Swee Chen Mr Hsieh Fu Hua

Disclosure of Remuneration of three highest paid staff

Disclosure of annual remuneration of three highest paid staff who each receives more than $100,000, in bands of $100,000:

Remuneration band	Number of staff
Between $100,000 to $200,000	2
Between $200,000 to $300,000	1

None of the Mindfull's top 3 highest-paid staff also serves as a Board member.

Related Staff

Mindfull does not employ any paid staff who are close family members of the Chief Exeutive Officer or a Board member.

Reserves Policy

Mindfull has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the organisation in the event of unforeseen circumstances. As a general rule of thumb, Mindfull has 2 years of operational expenditure kept as reserves. The reserve level is reviewed regularly by the Board to ensure that the reserves are adequate to fulfil the organisation's continuing obligations.

Conflict of Interest Policy

All Board members and staff are required to comply with Mindfull's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Whistle-blowing policy

Mindfull has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the organisation.

Governance Evaluation Checklist Submission for January to December 2025

S/No	Call for action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain
Principle 1: The charity serves its mission and achieves its objectives.				
1.	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2.	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3.	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4.	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5.	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	

6.	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7.	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a) Audit b) Finance *Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
8.	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9.	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	2.5	Yes	
10.	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a) The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversees the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
11.	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a) No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12.	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a) Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	

13.	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a) Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b) Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c) The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	
14.	For Treasurer (or equivalent position) only: d) A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15.	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16.	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a) A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	

17.	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18.	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19.	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20.	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial	We have informal practices in place and are working towards formal documentation in FY2026.
Principle 4: The charity is well-managed and plans for the future.				
21.	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a) Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22.	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b) Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23.	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24.	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	

25.	Set internal policies for the charity on the following areas and regularly review them: a) Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b) Board strategies, functions, and responsibilities; c) Employment practices; d) Volunteer management; e) Finances; f) Information Technology (IT) including data privacy management and cyber-security; g) Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h) Service or quality standards; and i) Other key areas such as fund-raising and data protection.	4.4	Yes	
26.	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27.	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
Principle 5: The charity is accountable and transparent.				
28.	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29.	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	

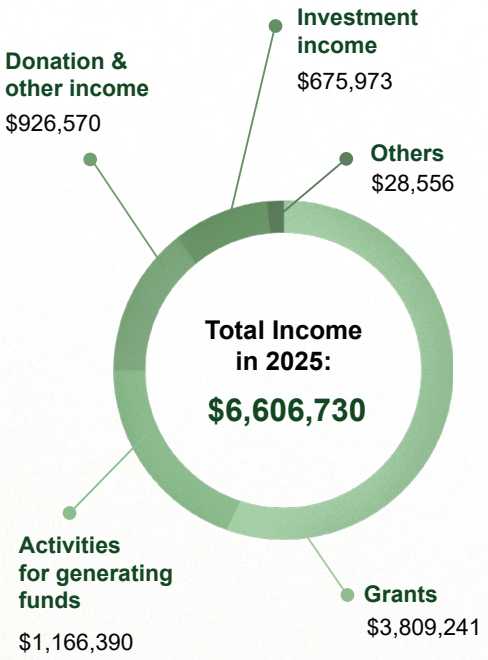
30.	The charity should disclose the following in its annual report: a) Number of Board meetings in the year; and b) Each Board member's attendance.	5.3	Yes	
31.	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32.	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33.	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a) Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34.	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b) The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35.	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
Principle 6: The charity communicates actively to instil public confidence.				
36.	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	

37.	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38.	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial	We are working on developing one as part of the transition process. Board members of Mindfull are expected to be mindful that they represent Mindfull in public and must seek to promote its image and interests wherever appropriate.

Financial Information

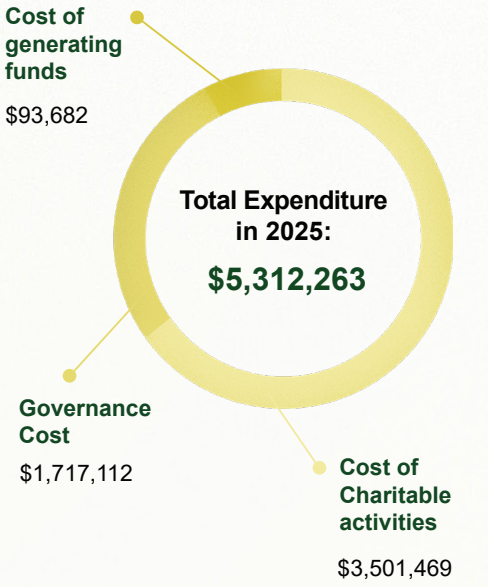
Income	2023	2024	2025
Income from charitable activities			
Grants	2,846,290	3,008,163	3,809,241
Others	17,420	32,150	28,556
Donation & other income	256,833	166,847	926,570
Activities for generating funds	890,014	630,711	1,166,390
Investment income	8,544	32,860	675,973
Total income	**4,019,101**	**3,870,731**	**6,606,730**

Balance sheet	2023	2024	2025
Total Assets	9,400,218	9,566,884	10,841,006
Total Liabilities	(141,065)	(227,562)	(207,217)
Net Assets	**9,259,153**	**9,339,322**	**10,633,789**
General Funds	6,063,231	6,161,532	6,431,868
Restricted Funds	3,195,922	3,177,790	4,201,921
Total Funds	**9,259,153**	**9,339,322**	**10,633,789**



Expenditure	2023	2024	2025
Cost of Charitable activities*	2,719,450	3,069,117	3,501,469
Cost of generating funds	60,444	26,503	93,682
Governance Cost	522,046	694,942	1,717,112
Total Expenditure	**3,301,940**	**3,790,562**	**5,312,263**
Surplus	**717,161**	**80,169**	**1,294,467**

Other Information	2023	2024	2025
Staff and related cost			
Cost of Charitable activities	2,519,710	2,843,114	3,259,659
Governance costs	478,498	659,593	1,438,945
	2,998,208	**3,502,707**	**4,698,604**
No. of Employees	42	50	63



*The charitable activities of the Company include our signature Caregiver Training and Support Programme (“CTSP”), AIC CREST-CSN, Respite & Resilience, and Circle of Resilience Programmes.

mindfull
community

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

Caregivers Support Centre @ IMH
Clinic B (outside Room 36), Institute of Mental Health
Buangkok Green Medical Park, 10 Buangkok View
Singapore 539747
Email: che@mindfull.org.sg
IMH CSC Helpline: 6388 2686