



# ANNUAL REPORT 2023

(for the year ending on 31 December 2023)

**HAGAR**

The whole journey



**Our Vision:**

Communities free and healed from the trauma of human trafficking, slavery, and abuse.

**Our Mission:**

We walk the whole journey of restoration with each survivor, we empower communities to prevent exploitation, and we strengthen systems to protect the vulnerable.

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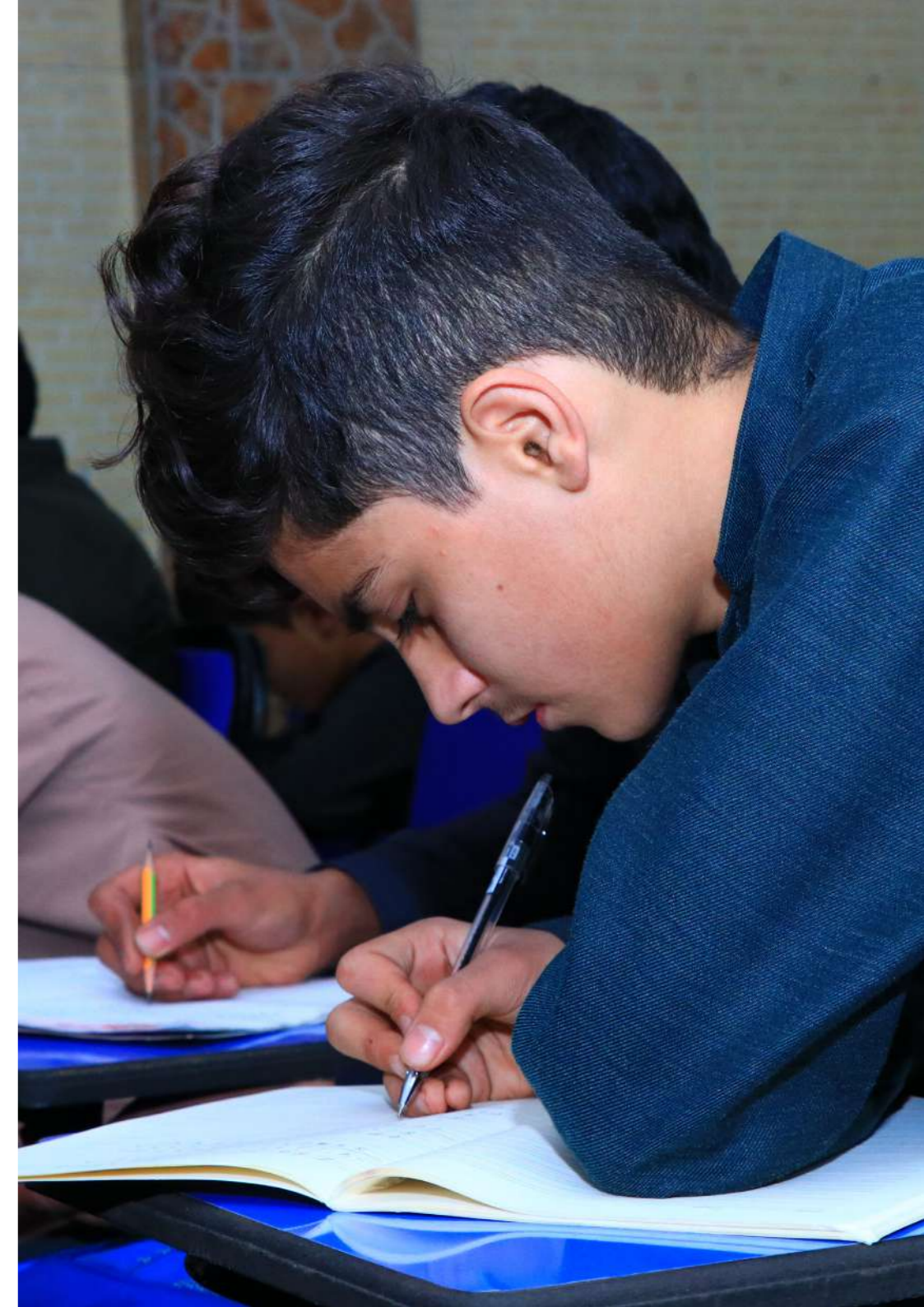
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# ABOUT HAGAR

Hagar Singapore Ltd ("HAGAR") is a registered charity in Singapore and part of a global organisation dedicated to combating human trafficking and modern slavery.

Since 1994, HAGAR has assisted thousands of women and children on their paths to healing and empowerment after enduring human trafficking, slavery, and abuse. We strive daily to maximise our impact on personal, community, national, and global levels.

From the moment a survivor enters our care, we assess their needs, and offer personalised services to help them recover and thrive. These services may include providing a safe place to live, counselling, healthcare, family support, legal assistance, education, skills training, job placements, and help with community reintegration.



HAGAR runs Programme Offices in Afghanistan, Cambodia, Vietnam, and Singapore. In February 2023, we expanded further into Thailand.

We also work with partners in Myanmar and Solomon Islands, and have Support Offices in Australia, Hong Kong, New Zealand, Singapore, the UK, and the USA.

*We pursue the highest degree of care and protection for our clients. While client images have been used throughout this report, these images do not necessarily represent the individuals profiled.*

# WELCOME TO HAGAR'S 2023 IMPACT REPORT

It is a great privilege to lead an organisation that is singularly focused on preventing exploitation and on the restoration and healing of individuals who have suffered the trauma of trafficking, slavery, and abuse.

**We hope this report will inspire you. Because change does happen in the lives of survivors** when we do 'whatever it takes, for as long as it takes' to see lives transformed.

As you will witness in the following pages, your support enabled Hagar's operations around the world to go from *strength to strength*.

Last year, despite the global economic and geopolitical environment, and challenging country contexts, **Hagar and our partners reached 957,495 individuals through our programs.**

Our team in Afghanistan showed incredible fortitude and resilience in the face of extreme difficulty. Their tenacity in supporting the most vulnerable women and children is *Hagar's mission in action*.

The commitment and dedication of our donors and partners also empowered us to take strategic *steps forward to help more people*.

We extended our work into Thailand with the integration of LIFT International into the Hagar family. As LIFT joins Hagar, we will expand our capacity to support more survivors on their journey to healing, restoration, and justice.

In October, Hagar's global executive teams gathered in Cambodia with our partner Deloitte D2i to strategize the most efficient and effective approaches to increase our reach and impact through a growing Hagar family.

None of this is possible without the generous, loyal support of our partners and donors. *You are the lifeblood of Hagar.* Your steady, unflinching commitment gives us the confidence to grow and is a clarion call to all who serve within the Hagar family.

Together, we keep striving forward to support more survivors, and to be part of God's work of healing and restoration.

**Thank you for the part you play in creating a world where communities are free and healed from human trafficking, slavery, and abuse.**



**Peter Baynard-Smith**  
Hagar International  
Interim CEO



**Phil Badger**  
Hagar International  
Board Chair

# THANK YOU FROM OUR SINGAPORE LEADERS

**In 2023, challenges persisted, with little relief from the COVID-19 pandemic.** Soaring prices of energy, food, and essentials sparked a massive cost-of-living crisis.

**Migrant workers in Singapore bore the brunt, facing escalating costs that outstripped their low wages, plunging them deeper into poverty and limiting access to food and healthcare.** Economic hardships drove many to seek overseas job opportunities, risking their well-being to support their families.

During visits exploring reintegration for returning clients to Bangladesh, we found intense competition for jobs, allowing agents to exploit job seekers with exorbitant fees. Women, especially those lacking formal education, faced limited opportunities upon return. Unfortunately, similar resettlement challenges awaited all our women beneficiaries in Singapore.

**Despite these difficulties, we have seen positive changes among survivors in Singapore, Cambodia, Vietnam, and Afghanistan, where our Singapore office supports survivors through HAGAR's programmes.**

**Before the year's end, we hosted our first alumni gathering in Cambodia, meeting nearly a hundred former Hagar beneficiaries.** Hearing their stories firsthand, we commend our colleagues for their tireless efforts in uplifting and empowering these individuals. With the support of donors, partners, supporters, and volunteers, we've raised awareness and secured funds to rehabilitate and empower lives.

**As we navigate a world marked by geopolitical tensions, conflicts, and economic instability, impoverished communities suffer the most.** International travel returning to pre-pandemic levels has seen a rise in crime, with syndicates exploiting new technologies for profit.

We hope you would continue to join us in restoring lives and offering hope to survivors of trafficking and exploitation. **Together, we can make a significant impact and strengthen systems to protect the vulnerable and marginalised.** Thank you for partnering with us!



**Paul Chan Chee Onn**  
Board Chairman



**Michael Chiam**  
Executive Director

# OUR LEADERSHIP

## Governing Board



### Chan Chee Onn

Chairman, appointed 11 March 2019

Director of Financial Services, Great Eastern Life

Past: Board Director, appointed 3 March 2016



### Chua Eng Hui

Honorary Treasurer, appointed 1 December 2021

Senior Consultant, Luo Ling Ling LLC

Past: Board Director, appointed 3 March 2016



### Lee How Giap

Board Director, appointed 3 March 2016

Adjunct Lecturer, Republic Polytechnic and

Singapore Institute of Technology



### Sylvia Chan

Board Director, appointed 3 March 2016

Founder and Director, Emancipasia



### Cheryl Chong Chiew Peng

Board Director, appointed 22 July 2020

Country Director, Grace Missions of Grace

Assembly of God Church



### Michael Chiam Tow Khoon

Board Director (no voting rights),

appointed 15 March 2013

Executive Director, Hagar Singapore Ltd

## Executive Management

### Michael Chiam

Executive Director

Appointed to position since 15 March 2013

HAGAR is overseen by a Board, the governing body responsible for managing the charity. Reporting to the Board are, Sub-Committees focused on specific areas such as Governance, Finance & HR, Programmes, and Fundraising. The charity is also led by an Executive Director.



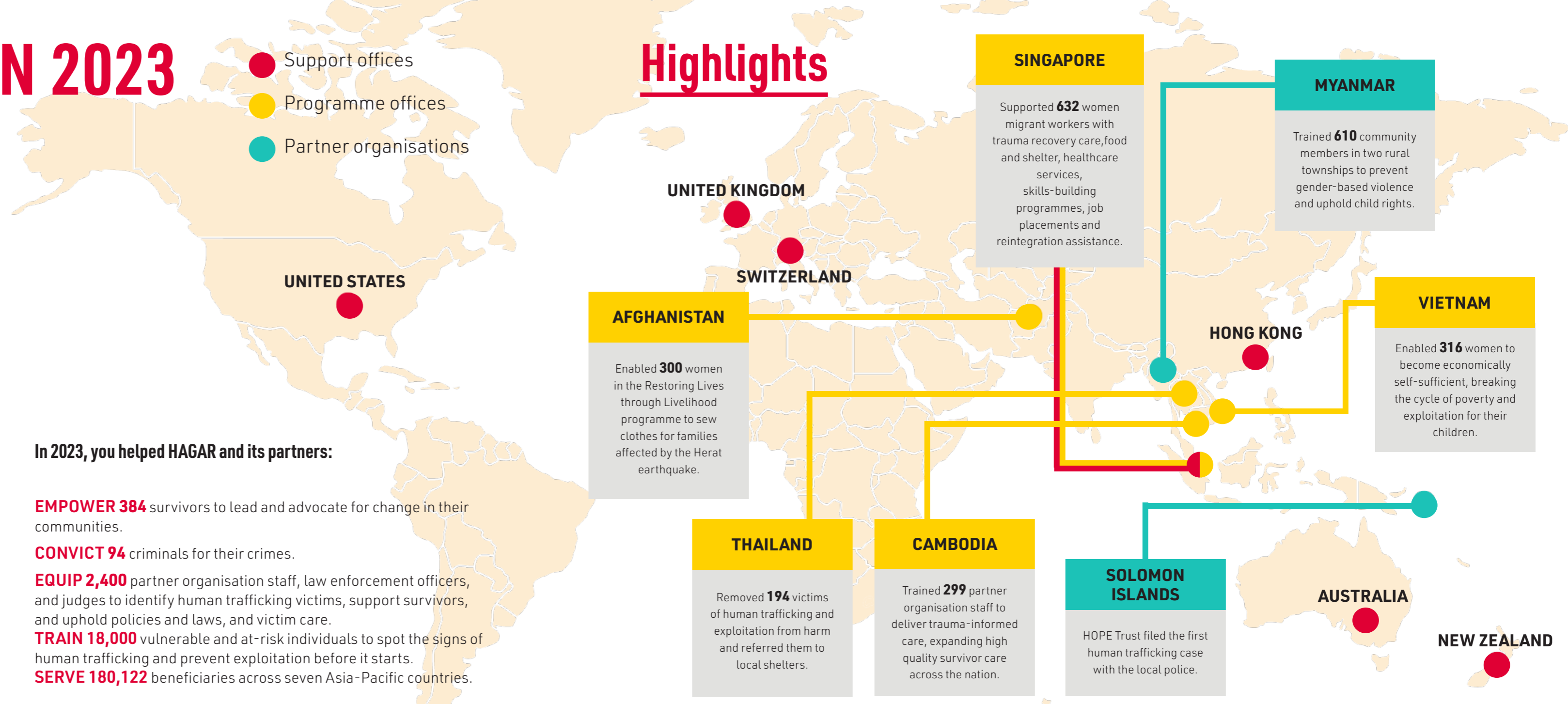
# GLOBAL IMPACT IN 2023

In 2023, despite global challenges, we expanded our reach to Thailand and bolstered support for survivors in Singapore, Cambodia, Vietnam, Afghanistan and the Solomon Islands.

By building trust with local governments and stakeholders, we intensified prevention efforts and advocated for legal reforms, while also enhancing organisational capacity in Myanmar. These endeavours empowered us to broaden our impact, effectively meeting the urgent needs of vulnerable women and children.

# GLOBAL IMPACT IN 2023

Total Global Reach  
**957,495**  
 lives impacted by HAGAR's work in 2023



## In 2023, you helped HAGAR and its partners:

- EMPOWER 384** survivors to lead and advocate for change in their communities.
- CONVICT 94** criminals for their crimes.
- EQUIP 2,400** partner organisation staff, law enforcement officers, and judges to identify human trafficking victims, support survivors, and uphold policies and laws, and victim care.
- TRAIN 18,000** vulnerable and at-risk individuals to spot the signs of human trafficking and prevent exploitation before it starts.
- SERVE 180,122** beneficiaries across seven Asia-Pacific countries.

\*In 2023, Hagar revised its definitions of direct and indirect beneficiaries to focus on quality and depth of impact.

## Highlights

# SURVIVOR CARE

Your support enabled thousands of women and children to overcome trauma, rebuild their lives, and reintegrate successfully into community.



**2,859**

survivors were supported in residential or community-based care.



**6,359**

counselling sessions with women, children and their families



**1,488**

survivors economically self-sufficient



**1,233**

survivors and dependents received education assistance



**2,511**

survivors participated in skills training



**1,024**

survivors successfully reintegrated into community

# HEALING STARTS WITH A HOME OF LOVE

## CAMBODIA

Down a narrow, potholed road on the outskirts of Phnom Penh, Cambodia, sits the Home of Love. It's not fancy, it doesn't need to be. Because, for the women and girls who find refuge here every year, this is where miracles begin.

The Home of Love opened in 2021 at the height of the Covid-19 pandemic. As neighbouring countries closed their borders, Cambodian women who had been working abroad were forced to return home. And come home they did, bearing the marks of trafficking, enslavement and abuse. But there was no place for the women to heal, grow in financial stability, or be supported to reintegrate into community. Riddled with the shame of failure and the physical and emotional scars of abuse, they were at risk for further exploitation.

When MOSAVY (Cambodia's Ministry of Social Affairs, Veterans, and Youth) asked if HAGAR could help these women, we agreed, and the Home of Love was born. The pandemic may be behind us, but trafficking to China is not.

The stories of women trafficked to China carry a thread of similarity. They come from impoverished Cambodian families and are lured with the promise of a good-paying job. Each woman believes **with all her heart that this opportunity will help her family escape their devastating poverty**. Some go willingly, the dream of creating a better life before them. Others are tricked, or horrifyingly, sold by their own family members. In the end, hundreds of them take the risky overland journey from Cambodia to China every year.

**But what they find is rarely the golden story they were promised.**

With no passport or identity documents, nor a valid visa to be working in the country, the women are at the mercy of their broker. When they are told they need a marriage certificate to qualify for a good job, they agree to marry a local man. More often than not, they're despised by their husband and his family, locked in the house, and cut off from the outside world. Many women are sexually assaulted – sometimes multiple times a day – with the hope they'll become pregnant with a son.

If they do finally escape to the local police, they are stripped of their savings and personal belongings and thrown in a detention centre for illegal immigrants.

When HAGAR gets the phone call from MOSAVY that a new group of women have been extradited from China, they race to the airport to meet them.

The women, some as young as 14 or 15, walk off the plane with nothing but the clothes on their backs and a haunted look in their eyes. They've endured so much. Their self-esteem is at an all-time low. Most are depressed and overcome with panic and sadness. Some are suicidal.

How do they walk through the trauma and get to the other side? How do they find hope for the future? How do they reclaim their dignity and value and rebuild their lives?

### **For HAGAR, the answer is love.**

At the Home of Love, women who have experienced the unimaginable find a haven of freedom and warmth. It feels like family. The normalcy of daily routines – household chores, cooking and eating meals together – help each survivor regain equilibrium. The house mother treats each young woman like her own beloved daughter. These are the building blocks of restoration.

**While this is happening, HAGAR's case work team kicks into action.** They trace the women's families. They train parents and siblings and the wider community in trauma-informed care. They teach trafficking prevention strategies, and help each woman's family to welcome her home with open arms. When a woman returns home, HAGAR's support continues. Each survivor, her family and her community continue to receive follow-up care until they are resilient.

**"The family and community over time sustains the health and well-being of the client,"** says Sam Sreyna, Hagar Cambodia Country Director.

**HAGAR's holistic approach at the Home of Love is mirrored across our global survivor care programmes. From Afghanistan's protection shelters to Vietnam's community-based restoration projects, HAGAR provides professional, individualised care that is underpinned by love.**

## **Forging freedom in a high-conflict region**

### **AFGHANISTAN**

Every day, HAGAR's team in Afghanistan braves security risks, government-mandated restrictions, and intimidation and threats. Yet they prevail in their dedication to help survivors and advocate for change.

You enabled 1,396 women and children to be cared for, allowed the only girls' protection shelter in the country to run and equipped 300 community leaders to prevent exploitation.

**"The support we received has not only brought us safety and a sense of belonging, but has empowered us to build a better future for ourselves."**

*– Mahdi,* boys recovery shelter, Kabul



# PREVENTION

You helped equip thousands of survivors and their communities to prevent exploitation before it starts.



**3,774** community leaders and family members were trained to understand vulnerability and the tactics traffickers use.



**777,363** people were reached via prevention messages through television and social media campaigns.



Photograph by Erika Pineros

"I didn't know the meaning of modern slavery and how to help our community members reduce their vulnerability. Through this training, I now know how to protect my community members."

*Community Leader, Cambodia*



## Harnessing the power of survivor voice and social media to prevent exploitation

### VIETNAM

HAGAR harnessed the power of people's stories and social media to spread awareness about violence and abuse. The public was invited to create prevention messages using their own stories for an online campaign. More than 200 messages were submitted and the campaign reached 253,541 people. By hearing real experiences and stories, the audience gained a deeper understanding of how people come to be exploited.

**"Every poem delves into a unique situation, revealing raw, authentic emotions to the reader."**

*- Hagar Vietnam Facebook follower*

## Preventing human trafficking among migrant workers

### SINGAPORE

Partnering with the Singapore authorities, HAGAR interviewed women migrant workers in vulnerable industries. These screening interviews revealed the plights of exploited women. With HAGAR's help, the women received support and care, and employers violating laws were held accountable. Plans are underway to continue this successful partnership in 2024.

**"I didn't expect anyone will come and save me and other women in the club. Thank you HAGAR for giving me a new life."**

*- Aayush, Hagar Singapore beneficiary*

## HAGAR reduces gender-based violence

### MYANMAR

Through implementing partner, Yangon Kayin Baptist Women's Association (YKBWA), dozens of women were empowered with education on gender-based violence, child rights and managing stress and trauma.

Through peer-led groups and community-based training sessions, an estimated 600 individuals learned how to keep their families safe from abuse and exploitation.

80% of women participants said they felt more confident and safe in their closest relationships.

# STRENGTHENING SYSTEMS

You helped HAGAR transform communities by investing in local leaders, partnering with governments, and equipping the non-government sector to protect those vulnerable to human trafficking, slavery, and abuse.

Minea spent time at HAGAR's Home of Love after being trafficked to China by her best friend. She chose to take legal action against her trafficker. In early 2023, Minea won her court case. Her trafficker was arrested and sentenced to seven years in prison.

**"Now I fight for justice and to prevent other young women from becoming victims of human trafficking like me. Without HAGAR's support, I would not have been able to get justice and become the strong confident woman I am today. I have my life back and I have hope for my new life."**

*Minea*



**892** leaders across dozens of partner organisations implemented HAGAR's trauma-informed care practices with their clientele.



**19** human trafficking cases were filed with local police.



**\$85,650** in compensation was won for victims through legal support.



# HAGAR EXPANDS TO THAILAND



**144**  
years of jail time sentenced



**18**  
human trafficking cases opened



**570**  
follow-up sessions with survivors were carried out by the social work team

## In February, HAGAR expanded into Thailand through a strategic integration with LIFT International.

For 12 years, LIFT has worked in Thailand building the capacity of law enforcement agencies in investigating human trafficking cases, prosecuting perpetrators and supporting survivors. Thousands of individuals have found freedom through justice with LIFT's assistance.

By joining forces, we extended Hagar's holistic survivor care to include multi-disciplinary investigation and prosecution.

This was evident in our work in Thailand; HAGAR continued to train staff in survivor care and exploitation prevention, while LIFT taught the team to run investigations and collaborate with law enforcement.



## Building capability expands impact

### SOLOMON ISLANDS

This year marked the halfway point of a five-year capacity building partnership with the Hope Trust.



**6** community-based Crime Prevention Committees launched to protect women and children from exploitation.



**610** community leaders were trained to deliver trauma-informed care. Often the first place victims of trafficking and abuse go for support, these leaders are now able to provide psychological first aid and refer cases to Hope Trust's professional team.



Hope Trust joined the Solomon Islands' national referral system for abuse cases, enabling advocacy alongside other national organisations.

# MAJOR INITIATIVES

"Light Up Lives"  
Migrant Community Carnival



Partnering with the Bethesda (Bedok-Tampines) Church, members of the church from various age groups and backgrounds teamed up to organise a massive carnival fair for approximately 200 female migrant workers on 12 November 2023. The ladies enjoyed a day filled with fun, games, dance, and music, seizing the opportunity to unwind and socialise.

*"We had so much fun, and it was nice to meet so many friends,"* one participant remarked.

Many of these women migrant workers have experienced hardship, and some have suffered abuse, leading to emotional distress and anxiety.

In addition to literacy and skills-building programmes aimed at helping them create a pathway out of poverty, HAGAR works with these women to help them build emotional resilience. The carnival exemplifies the regular social support activities that

HAGAR runs to foster social integration, providing our migrant friends with opportunities to relax, connect mentally, and form healthy relationships within the wider local community.

As evening approached, they were treated to their favourite fried chicken meal, followed by a session of singing and dancing. Some even took to the stage, dancing to songs in their native languages.

The night ended on a high note, with new friendships formed, heartfelt conversations, shared encouragement, and lots of laughter. As a keepsake, the women took home photographic prints from a photo booth set up at the carnival.

Many tears were shed, and hugs exchanged as the migrant workers felt greatly encouraged by the support from the Singapore community. Our migrant friends expressed their happiness and gratitude for the time spent together and the new friendships formed.





The Singapore team included over 80 volunteers, with the youngest being 4 years old. They planned the games and activities, organised collection of pre-loved clothes and raised funds from within the church for the entire carnival. All set for the next event, church members are eagerly awaiting the chance to reunite with their newfound migrant friends.

*"It was touching to see their gratitude for our support during the event. Working with migrant workers in my full-time job since 2019, I understand their ongoing struggles. Volunteering with my family, and teaching my son the value of helping others, made the experience even more meaningful."*

*I want these women to know that our Lord loves them deeply and will guide them through their challenges. As a Singapore community, let's show more appreciation for their contributions and treat them fairly and respectfully."*

**Alan Pan - volunteer and donor**



Photo: Tiffany (left) in red

*"Meeting women from diverse backgrounds and witnessing how simple activities can brighten their spirits has been truly rewarding. A smile, a kind word, or a small treat can bring immense joy. It's a reminder of the power of simplicity in bringing happiness."*

*The migrant community in Singapore is vast, and my time at HAGAR has shown me the impact of small gestures. Whether it's a smile, a greeting, or a small gift, these acts of kindness can make a big difference. Personally, I've gained so much by giving my time to these women."*

**Tiffany Toh- volunteer**

*"My cell group was in charge of the games, and I wondered if my bottle-flipping game would be fun for our migrant friends. I surprised myself with how much cheering and enthusiasm I brought, despite my lack of confidence and the loud music and other games happening around us. Seeing the joy on the women's faces every time they landed a flip was incredible. I cheered for them non-stop for three hours and ended up dancing with my friends to songs I didn't even know, something I'd never done before because I'm usually too shy. God filled my heart with joy and love for the ladies, and I wanted to do all I could for them. The day was filled with indescribable joy and peace. Even my friends said it was more enjoyable than clubbing. It was an amazing experience, and I felt like I could do it all day, every day."*

**Anugrah Bhatnagar - first-time volunteer**



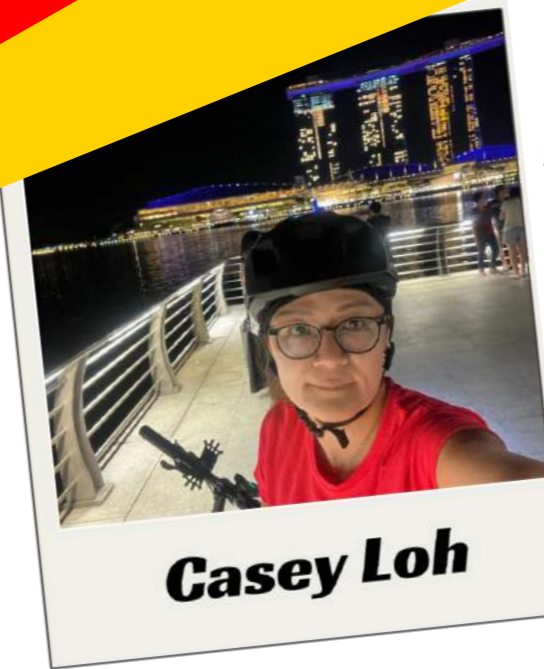
# 40.3+ FREEDOM RACE

Statistics from recent years reveal that the number of enslaved individuals has surged from 40.3 million in 2022 to nearly 50 million, today.

To address the rising number of modern slavery victims, this year's annual 40.3 Freedom Race introduced the "+" edition, aiming to amplify awareness of the escalating situation and explore effective ways to alleviate the suffering of victims.

During the 40.3+ Freedom Race 2023, participants engaged in their chosen fitness challenge to raise funds for survivors of human trafficking and modern slavery, supported by HAGAR. Some participants took on additional challenges to boost their contributions, to support the growing number of victims.

For 10 days, from 4-13 November 2023, participants ran, cycled, swam, walked, golfed, and pushed themselves to call for financial support from their family and friends.



**Casey Loh**

"I am a firm believer that no human being alive should be subject to slavery, even more so in our modern days. Every life deserves respect."



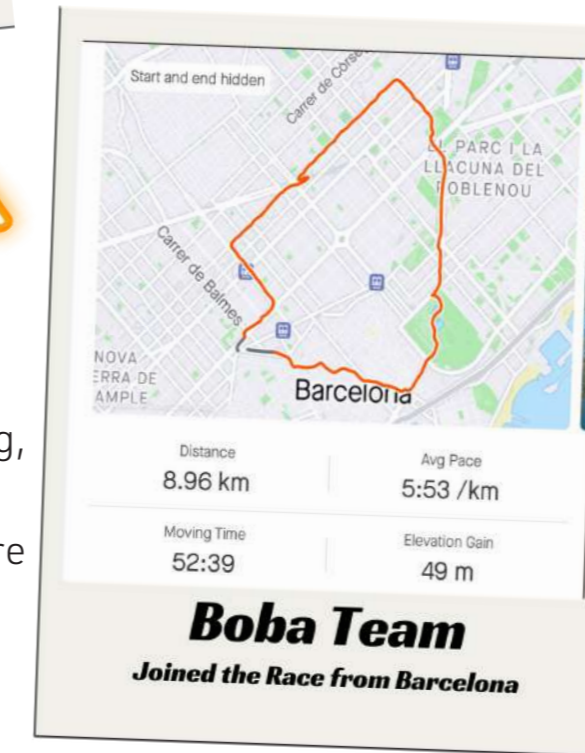
**Abdullah Alwee**



"I'm fundraising to support research and data collection on human trafficking, helping us understand the scale of the issue and the most effective methods for addressing it."



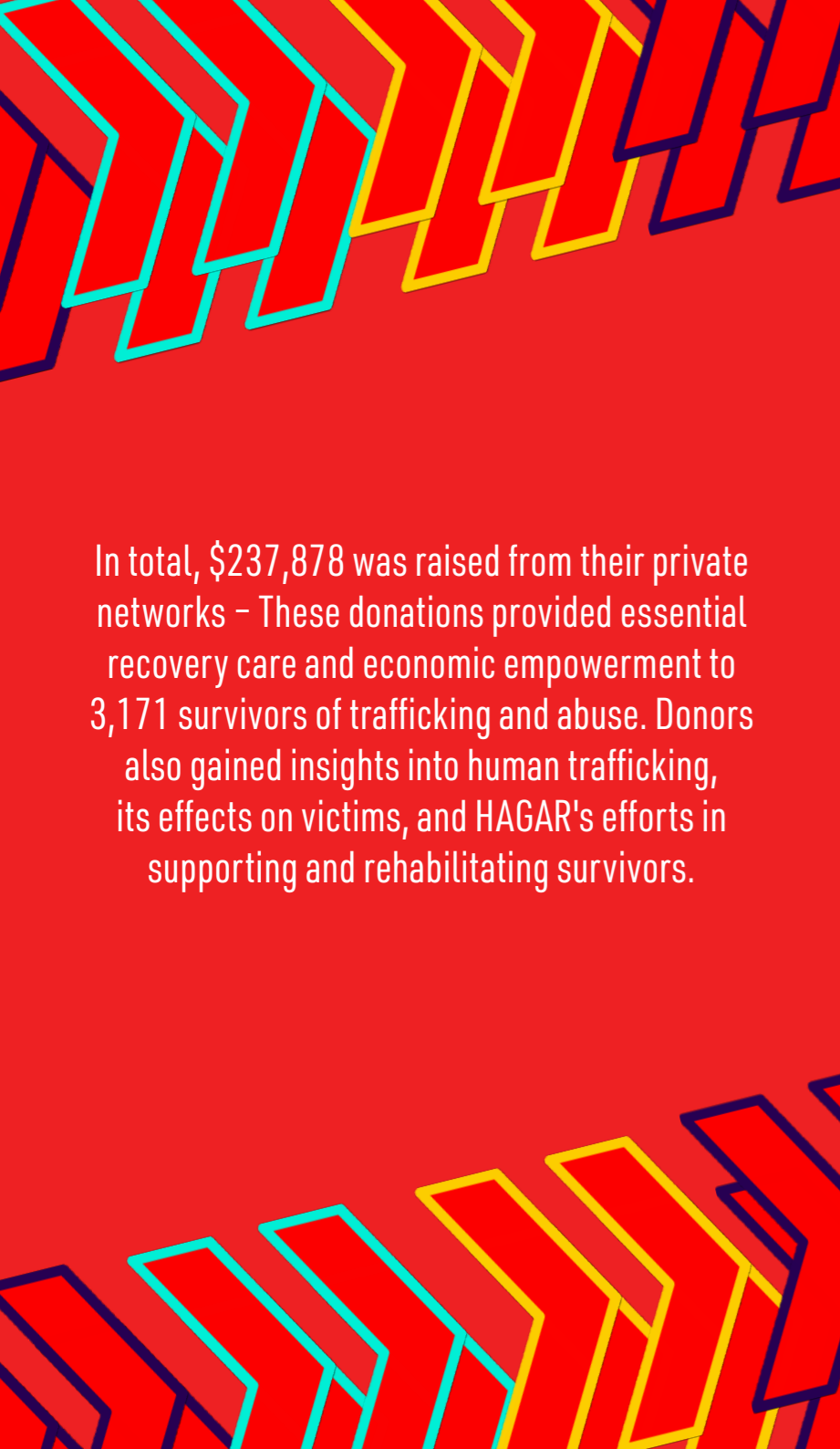
"We are fundraising because we enjoy walking, running and we want to make these activities more meaningful by raising money to fight against slavery."



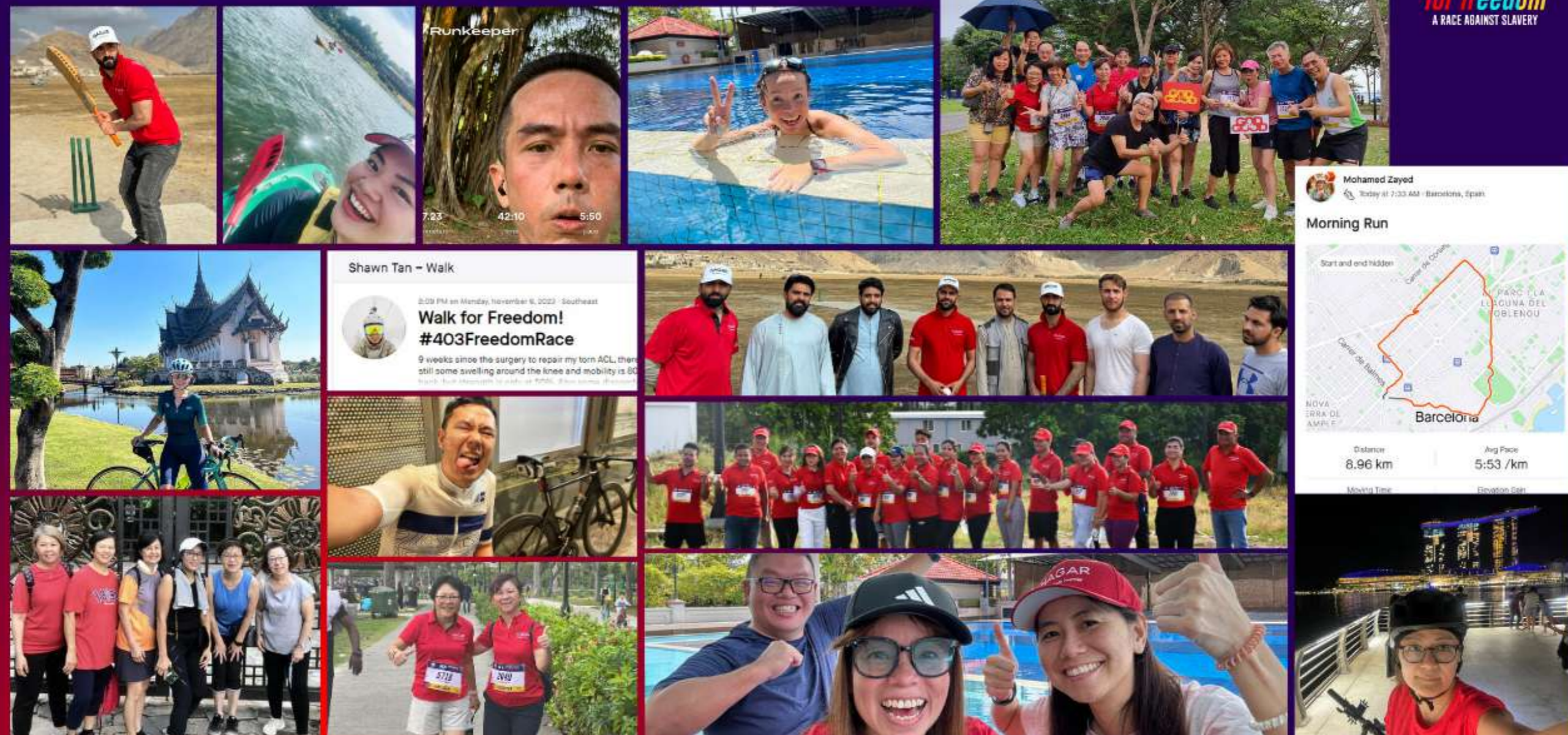
"I believe and support in HAGAR's cause to redeem the lives of trafficking victims and abused women."



**Yvonne Foo**  
3-time returning participant



# 40.3+ FREEDOM RACE 2023



In total, \$237,878 was raised from their private networks – These donations provided essential recovery care and economic empowerment to 3,171 survivors of trafficking and abuse. Donors also gained insights into human trafficking, its effects on victims, and HAGAR's efforts in supporting and rehabilitating survivors.

Desperate for work, individuals are often exploited by human traffickers under the guise of offering well-paying jobs. Victims find themselves trapped due to deceptive job agreements, family responsibilities, debt bondage, and threats.

Human trafficking is a growing global threat, requiring international collaboration to develop strong protocols and share intelligence. In addition to supporting survivors in their recovery and economic empowerment, we also implement preventive measures focused on awareness and education to reduce vulnerability and combat human trafficking and exploitation.

We deeply appreciate the tremendous support from all the participants of the 40.3+ Freedom Race, as well as those who generously contributed financially and dedicated their time to raise awareness of this grave crime against humanity.

## THE RACE AGAINST SLAVERY





# OUR VOLUNTEERS AND PARTNERS

Our volunteers, each with their unique talents and skills, take time from their busy schedules to care for our beneficiaries and contribute to the success of our events. Supporting survivors of human trafficking, slavery, and abuse requires a diverse range of skills that no single person can possess alone.

HAGAR's achievements are the result of the dedication of volunteers, comrades, and like-minded individuals who are committed to serving the afflicted and ensuring our projects succeed. Their love for our survivors and their strong stand against injustice inspires us each and every day.

Just as a diamond has many facets, different people contribute to different aspects of our beneficiaries' lives, helping them become whole and restored. This collective effort enables HAGAR to bring holistic restoration to the lives of the women and children we serve.



# VOLUNTEER FEATURE

## Phyllis Ng



Phyllis' genuine compassion extends to those, society often overlooks. She actively reaches out to the marginalised, connecting with the quiet, extending deep empathy to our beneficiaries, and embodying their struggles as if they were her own. We are truly fortunate to have this compassionate spark giving her time to care for HAGAR's beneficiaries in Singapore and support our activities overseas.

Phyllis generously dedicates her time and skills whenever we need assistance. In addition to supporting our programmes for beneficiaries, she plays a vital role in designing reports and websites, planning campaigns, and creating social media content. Her artistic flair not only enhances HAGAR's projects but also amplifies our social media presence, making a significant contribution to our small team of full-time staff.

A close sister of the HAGAR family, we know we can always count on Phyllis because of her personal mission to be a voice for the voiceless.



From intern to volunteer, Phyllis, affectionately known as "Fina", has become a familiar face to our beneficiaries in Singapore. Even those who have returned to their home countries continue to stay in touch with her.

Though petite in stature, Phyllis possesses a larger-than-life personality that radiates joy and love for the marginalised. A passionate advocate for justice and compassion, she consistently goes above and beyond to support our beneficiaries, tirelessly seeking solutions to overcome their challenges.

# OUR PARTNERS

## Corporates

Adobe Inc  
Apple  
Ambel Property Management & Consultants Pte Ltd  
Ark Industries  
AWOT Global Logistics (S) Pte Ltd.  
Barclays  
Beacon Law Corporation  
Best Home Employment  
Boeing Global Corporate Citizenship  
Covenant Chambers LLC  
Creative Eateries Pte Ltd  
CFAM Pte Ltd  
Deloitte  
Denton Vacuum Pte Ltd  
ELEMIS Singapore  
FAF Flying Transportation Pte Ltd  
Hadasity Pte Ltd  
Far East Organization  
Hubsons Airfreight Pte Ltd  
GBS (S) Pte Ltd  
Global Foundries  
Google  
Jack Focus Employment

Liberty Specialty Markets  
Linklaters Singapore Pte Ltd  
Macquarie  
Mastercard  
Micron Technology  
Microsoft Singapore  
Mitra Famosa International Pte Ltd  
Regius Construction & Civil Engineering Pte Ltd  
Rynamo Building Services Pte. Ltd  
Sago House Pte Ltd  
Schroder Investment Management  
Singapore Airlines  
Sound of Art  
Sunray Woodcraft Construction Pte Ltd  
Palo Alto Networks  
The Rightway Corporation Pte Ltd  
Takeda Pharmaceuticals International AG  
Tee Up Dormitory Pte Ltd  
The Capital Group  
Thirst Collective

## Trusts and Foundations

Community Foundation Singapore  
Dignify Foundation  
Gracefield Foundation  
Kewalramani Foundation  
Lee Foundation  
Quantedge Foundation  
Trailblazer Foundation – Chan Chiew Ping Fund

## Schools

EAST Asia School of Theology  
National University of Singapore (NUS) Faculty of Law  
NUS Centre for Pro Bono and Clinical Legal Education  
St. Joseph's Institution International  
UoM International

# OUR PARTNERS

## Non-Government Organisations

Centre for Domestic Employees  
Foreign Domestic Worker Association for Social Support and Training  
Habibi Singapore Ltd  
HealthServe Ltd  
Humanitarian Organisation for Migration Economics

## Churches

Aldersgate Methodist Church  
Bethesda (Bedok-Tampines) Church  
Bethany Emmanuel Church  
Evangel Family Church  
Grace Assembly of God  
Living Waters Methodist Church  
Mar Thoma Syrian Church  
Paya Lebar Methodist Church  
The Bible Church  
The Navigators  
Wesley Methodist Church  
World Revival Prayer Fellowship

## Government/Public Institutions

Singapore Ministry of Home Affairs  
Singapore Ministry of Manpower  
Singapore Ministry of Social and Family Development  
Singapore Inter-Agency Taskforce on Trafficking in Persons  
Singapore Police Force  
US Embassy, Singapore

# LOOKING AHEAD

Escalating global challenges in the post-pandemic era have significantly heightened the susceptibility of vulnerable individuals to human trafficking, with the numbers continuing to rise.

Migrant workers constitute a substantial portion of those at highest risk of human trafficking. Despite their critical roles in sustaining societies and economies during the pandemic, migrants often lack adequate protection. Financial pressures and the struggle to make ends meet make them easy targets for criminal syndicates, particularly impoverished young women who are deceived with false promises of better opportunities overseas.

From Singapore, HAGAR will step up efforts with the Singapore Government's Inter-Agency Taskforce on Trafficking in Persons to provide input to investigation processes through screening interviews, and deliver recovery care and support services to victims.

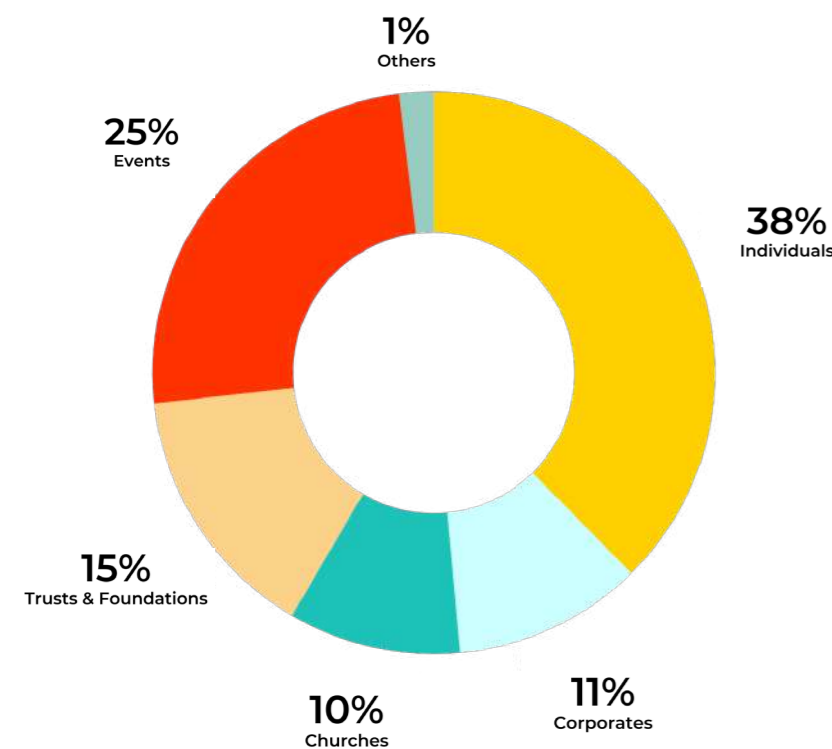
Moving forward, HAGAR will also strengthen measures to enhance the social integration of migrant workers into the wider Singapore community, fostering a more inclusive work culture and promoting multicultural understanding. This initiative will contribute to advancing relevant Sustainable Development Goals, fostering more resilient workplaces, economies, and societies in Singapore.



# OUR ACCOUNTABILITY

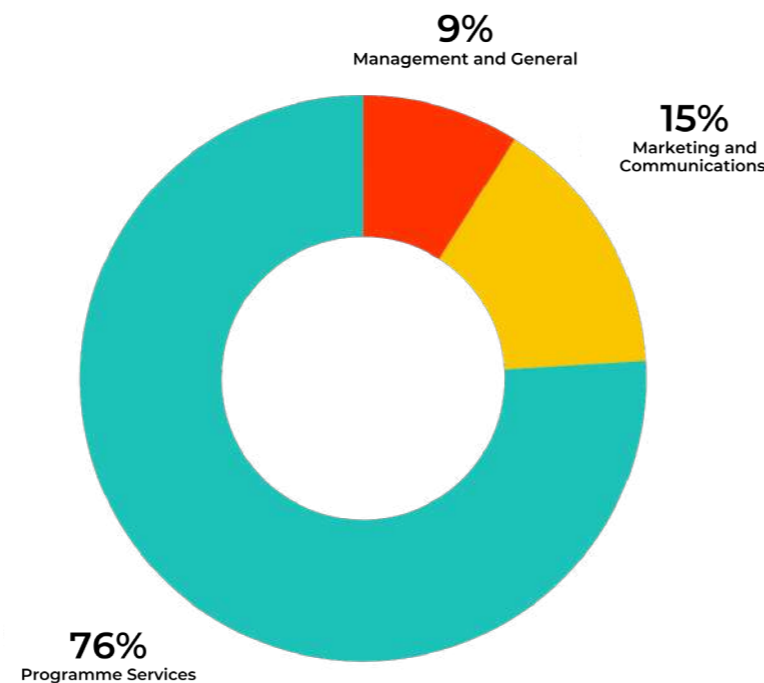
## 2023 Financial Highlights

### Income Summary



**Total Income: \$1,579,489**

### Expenditure Summary



**Total Expenditure: \$1,559,287**

Overall, donations decreased by approximately \$200,000 compared to the previous year. This decline resulted from the impact of the unstable economy on charitable contributions throughout the financial year. Expenses, on the other hand maintained at around the same level as compared to the previous year.

## Corporate Governance

HAGAR's Board of Directors offer strategic direction and oversight of the organisation's programmes and objectives. They guide the charity in fulfilling its vision and mission through effective governance practices.

As part of its role, the following matters require the Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity's programmes

To enable succession planning and steady renewal of the charity, the Board has a term limit of nine years.

Four board meetings and one AGM were held during the financial year.

### Board Meeting Attendance

Board Meetings 2023	24 Mar	14 Jun	14 Jun (AGM)	1 Sep	8 Dec
Chan Chee Onn	■	■	■	■	■
Chua Eng Hui	■	■	■	■	■
Lee How Giap	■	■	■	■	■
Sylvia Chan		■	■	■	■
Michael Chiam Tow Khoo	■	■	■	■	■
Cheryl Chong Chiew Peng	■				■

## CODE OF GOVERNANCE

HAGAR is committed to and adheres to the Code of Governance for Charities issued by the Charity Council.

## RESERVES POLICY

HAGAR has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, HAGAR targets to have at least 3-6 months of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

The reserves that have been set aside provide financial stability and the means for the development of the charity's principal activity. HAGAR intends to maintain its reserves at a level that is capped at a maximum of 6 months of operational expenditure. The charity intends to use the reserves to sustain the following activities in the event of an economic crisis where HAGAR's ability to receive funds is severely hampered:

- (a) Programmes and services to beneficiaries in Singapore and;
- (b) Commitments to global programmes for survivors of trafficking and abuse in Cambodia, Vietnam and Afghanistan, and;
- (c) Running of the HAGAR office to provide uninterrupted delivery of

services and programmes for stakeholders and beneficiaries.

For more information on the charity's current reserve balance, please refer to Note 7 on fixed deposits (page 14) of the charity's Financial Statements.

## CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with the charity'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.

## WHISTLE-BLOWING POLICY

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

## REMUNERATION DECLARATION

Two of the charity's staff received more than \$100,000 in annual remuneration each.

## FUNDING SOURCES

HAGAR's main source of financial support are donations from foundations, individual donors, churches and corporations.

## Hagar Singapore Ltd

HAGAR was incorporated as a company limited by guarantee on 04/02/1994, and is an exempt charity. HAGAR was registered as a charity under the Charities Act (Chapter 37) since 07/04/2014. HAGAR has M&AA as its governing instrument.

Unique Registration Number (UEN): **200401226H**

Banker: **DBS Bank**

Registered Address: **600 North Bridge Road, #05-01 Parkview Square, Singapore 188778**

Mailing Address: **Simpang Bedok Post Office, P.O. Box 200, Singapore 914807**

Auditor: **Baker Tilly**

Our ability to make a difference in the lives of survivors is dependent on your generosity. You can support us through financial giving, or volunteering your time and expertise. For more information about what we do, and how you can get involved, please visit:

[hagar.org.sg](http://hagar.org.sg)

Facebook [@HagarSingapore](https://www.facebook.com/HagarSingapore)

Instagram [@HagarSingapore](https://www.instagram.com/HagarSingapore)

Email [singapore@hagarinternational.org](mailto:singapore@hagarinternational.org)