

A young girl with dark hair, smiling broadly, stands against a light-colored, textured wall. She is wearing a bright pink, short-sleeved dress with a ruffled hem and matching ruffled sleeves. She is also wearing blue and white patterned sandals. The background is a plain, slightly mottled white wall. To the right of the girl, the text 'ANNUAL REPORT 2024' is displayed in large, bold, dark red capital letters. Below this, in a smaller font, is 'for the year ending 31 December 2024'. At the bottom right, a red rectangular box contains the word 'HAGAR' in large white capital letters, with 'The whole journey' in a smaller white font below it.

ANNUAL REPORT 2024

for the year ending
31 December 2024

HAGAR

The whole journey

WHATEVER IT TAKES FOR AS LONG AS IT TAKES TO RESTORE

Life & Dignity.

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WELCOME TO HAGAR'S ANNUAL REPORT 2024

Thank you for standing with Survivors

As we reflect on the past year, we are deeply grateful for the unwavering support and commitment to Hagar from a wide range of supporters, partners and donors. Your generosity and belief in our mission have enabled us to restore hope, dignity, and resilience to survivors of trafficking, slavery, and abuse across the world. Investment in our programmes has a lasting impact on those who need it most.

Transforming Lives Through Your Support

This year, Hagar has achieved remarkable outcomes in the communities we serve. Through our survivor care programmes, we have provided **3,205 individuals** with safe housing, trauma-informed care and counselling, access to education, and support through legal processes. Our prevention initiatives have equipped **31,591 people** with skills and resources to reduce vulnerability to exploitation. Additionally, our efforts to strengthen protection and prosecution systems have led to lasting improvements in policies and practices that bring perpetrators to justice and safeguard at-risk populations.

This year also marked the first full year of Hagar's work in Thailand through Lift International. We are proud of the strong foundation established and the early impact seen through our partnership—expanding our reach and deepening our commitment to ending exploitation in the region.

We would also like to extend our sincere appreciation to our dedicated staff and volunteers who work tirelessly to implement our programmes with care and excellence. Their passion and commitment make Hagar's work a reality every day.

Looking Ahead with Hope and Determination

As we look ahead, we remain steadfast in our mission to restore survivors, providing them with the long-term support they need to heal and thrive. With your continued partnership, we are confident that we can reach even more individuals in the year ahead and deepen our impact across the regions we serve.

In 2024, Hagar experienced change and movement, and the strength of our Global Board provided steady leadership to guide the organisation through. We are pleased to further strengthen the Board by welcoming Melisa Waters, Nikki Denholm, and Amanda Tay, along with Sylvia Chan as an Advisor. Their leadership and expertise will enhance our efforts in creating sustainable change.

On behalf of everyone at Hagar, thank you for standing with us. Together, we are changing lives and building a world where freedom, justice, and healing are possible for all.

With gratitude,



P. Badger

Phil Badger
Chairman,
Hagar International



Peter Baynard-Smith

Peter Baynard-Smith
Interim CEO

THANK YOU FROM OUR SINGAPORE LEADERS

Resilience in Every Story

2024 marks a significant milestone for Hagar as we celebrate 30 years of walking alongside communities affected by human trafficking, slavery, and abuse. Our journey over the past three decades has been shaped and sustained by a devoted network of donors, volunteers, corporate partners, community organisations, and dedicated staff – each giving generously and wholeheartedly to bring healing and hope where it is needed most.

This year, we continue to witness the incredible resilience of those we serve. From Cambodia and Vietnam to Afghanistan, Myanmar, the Solomon Islands, Thailand, and among migrant worker communities in Singapore, survivors are finding healing, dignity, and new beginnings.

Beyond Recovery: Preventing Exploitation

Prevention remains at the heart of our long-term vision. In 2024, our initiatives empowered vulnerable communities with knowledge and tools to resist exploitation, while our advocacy efforts contributed to the strengthening of protection and prosecution systems, ensuring that justice is not only pursued but made possible.

Maximising Impact in Challenging Times

Despite a challenging economic landscape, we have remained focused on delivering high-impact, cost-effective programmes. Rising costs have placed greater strain on both our operations and the needs of our beneficiaries, but your continued support has been a vital lifeline. Every contribution has brought hope, encouragement, and practical assistance to someone on the path to recovery.

As we mark this significant year, we are also pleased to welcome Andrew Lim and Lynette Leong to our Singapore Board of Directors. Both Andrew and Lynette bring a wealth of experience and a deep commitment to justice and transformation. We are confident that their insights and leadership will further strengthen our mission and impact in the years to come.

As we look to the future, we are more committed than ever to building a world where freedom, justice, and healing are not just ideals, but realities for all. Thank you for standing with us through these 30 years, and for continuing this journey of restoration and transformation.



Paul Chan Chee Onn
Board Chairman



Michael Chiam
Executive Director



ABOUT HAGAR

The need has never been greater. Right now, **over 50 million people** are trapped in trafficking and modern slavery. The **Asia-Pacific region** bears the heaviest burden, accounting for **60% of all cases**.

Across the world, **1 in 3 women and girls** experience violence and trauma.

But there is hope. **Because of you, lives are being restored.** Every day, survivors are breaking free, healing, and building new futures—one brave step at a time.

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.

A registered charity in Singapore and part of a global organisation, **Hagar Singapore Ltd ("HAGAR")** has supported countless survivors of human trafficking and abuse on their journey toward healing and empowerment. We work every day to create meaningful impact, both locally and globally, by restoring lives and building resilient communities.

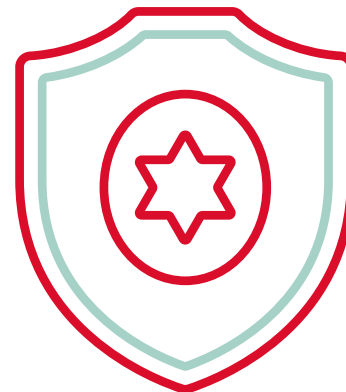
Our hands-on work with survivors shapes our broader efforts in prevention, collaboration, empowerment, and advocacy, driving change to help eliminate trafficking, slavery, and abuse at every level.

OUR WORK TOGETHER WITH YOUR SUPPORT



We Restore Lives

We provide trauma-informed care, supporting survivors to heal, thrive and rebuild their lives.



We Prevent Exploitation

We equip vulnerable people and communities to stop slavery and abuse before it starts.



We Strengthen Social and Justice Systems

We build the capacity of governments and justice systems to protect those at risk.





OUR LEADERSHIP




HAGAR is governed by a Board that provides oversight and direction to the organisation. 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.

Executive Management

Michael Chiam
Executive Director
Appointed to position since 15 March 2013

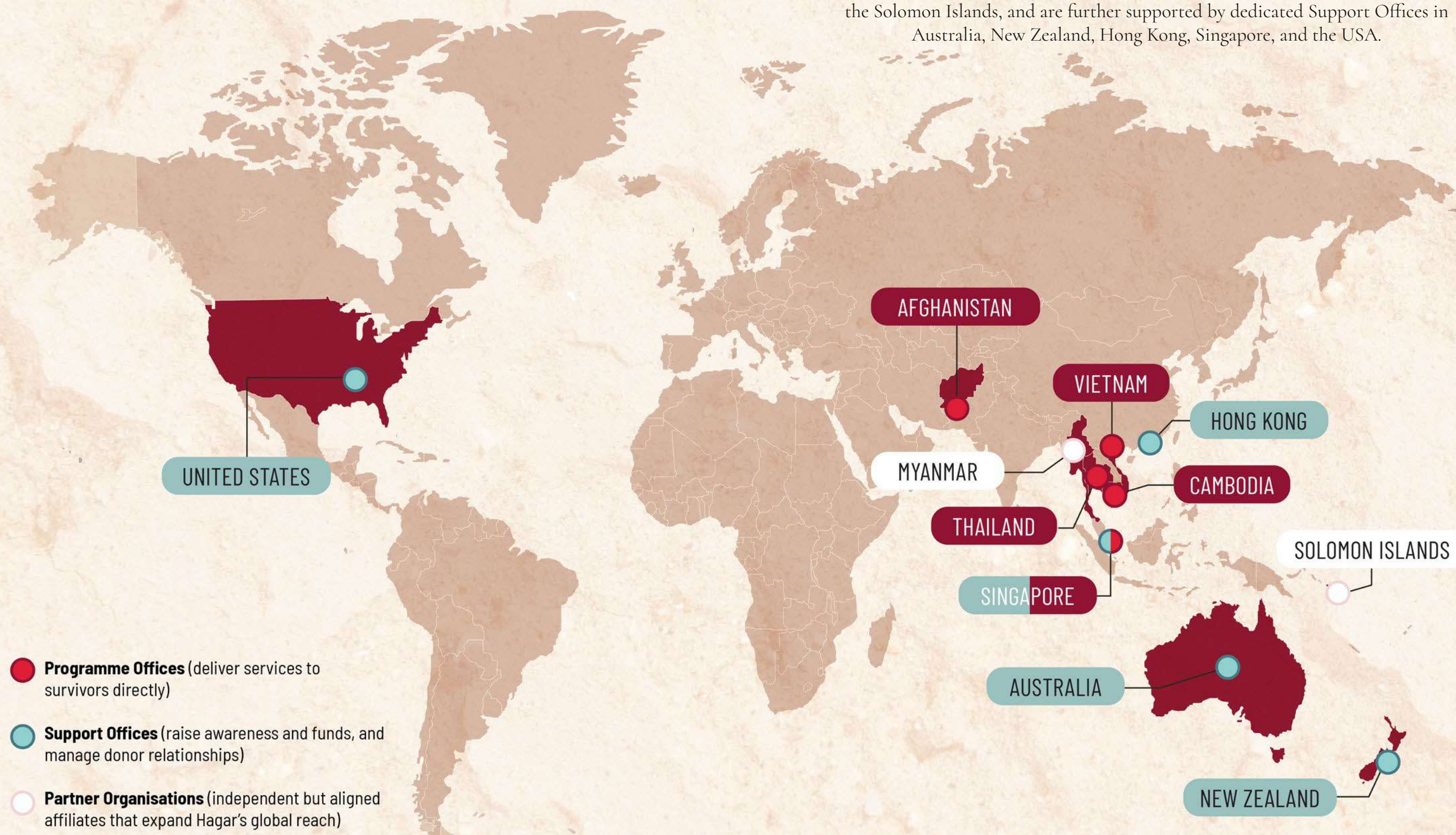
| Name | Current Charity Board Appointment | Occupation |
|---|--|--|
| Chan Chee Onn  | Chairman, appointed 11 March 2019 <i>(Past: Board Director, appointed 03 March 2016)</i> | Director of Financial Services, Great Eastern Life |
| Chua Eng Hui  | Honorary Treasurer, appointed 1 December 2021 <i>(Past: Board Director, appointed 3 March 2016)</i> | Senior Consultant, Luo Ling Ling LLC |
| 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 |

| Name | Current Charity Board Appointment | Occupation |
|---|--|--|
| Cheryl Chong Chiew Peng  | Board Director, appointed 22 July 2020 | Country Director, Grace Missions of Grace Assembly of God Church |
| Andrew Lim Meng Soon  | Board Director, appointed 26 July 2024 | Tech start-up founder and angel investor |
| Lynette Leong Chin Yee  | Board Director, appointed 22 October 2024 | Retired Former CEO, Environmental, Social and Governance (ESG) Funds & Stewardship of CapitaLand Investment |
| Michael Chiam Tow Khoon  | Board Director (no voting rights), appointed 15 March 2013 | Executive Director, Hagar Singapore Ltd |



WHERE WE WORK

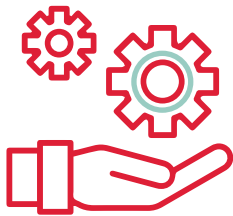
Hagar is a global not-for-profit organisation with Programme Offices in Afghanistan, Cambodia, Vietnam, Thailand, and Singapore. In addition to delivering direct services, the Singapore office also serves as a Support Office. We extend our reach through trusted partner organisations in Myanmar and the Solomon Islands, and are further supported by dedicated Support Offices in Australia, New Zealand, Hong Kong, Singapore, and the USA.



OUR GLOBAL IMPACT IN 2024

In 2024, Hagar’s holistic survivor care services **directly restored 3,205 lives**, while nearly one million more were reached through our programmes and prevention initiatives across Singapore, Cambodia, Vietnam, Thailand, Afghanistan, Myanmar and the Solomon Islands.

Strengthened partnerships with local governments and stakeholders empowered us to intensify prevention efforts, advocate for critical legal reforms, and deepen our impact in the lives of survivors.



Equipped 6,551 law enforcement officers, judges, and partner organisations with the skills and knowledge to recognise victims, support survivors, and enforce laws that dismantle trafficking networks



31,591 vulnerable individuals protected by equipping them with the warning signs of human trafficking to stop exploitation before it begins



Delivered justice by supporting survivors through the legal process resulting in criminals **sentenced to 485 years of prison** and winning over **US\$164,067** in compensation for victims



Ignited survivor leadership by empowering **911 survivors** to reclaim their futures, reintegrate to community with dignity, and advocate for change

Reporting reflects activities of Hagar and partners between January-December 2024.

YOU ENABLED RESTORATION

From the moment a survivor enters our care, they receive tailored support including safe housing, trauma counselling, healthcare, legal aid, education, job training, and community reintegration.

2024 SURVIVOR CARE IMPACT

3,205 survivors

supported in residential or community-based care

7,003 counselling sessions

with women, children and their families

1,548 survivors

opened their own businesses or secured good jobs

1,325 survivors and dependents

received education support

1,739 survivors

received skills training

ESCAPING FEAR, *Finding Hope*


At just 15, Sreyneang's life was marked by hardship. Born into poverty in rural Cambodia, her family's growing debt forced her to leave school and work in a restaurant. **That was where everything changed.**

Sreyneang endured horrific abuse, including sex trafficking and sexual assault, leaving her feeling broken and powerless. When she bravely escaped and told her parents the truth, they sought justice— only to be met with threats and rejection from local authorities.

Overwhelmed and desperate, her family lived in fear until a local organisation referred them to Hagar. Hagar's team responded immediately, providing medical care, trauma counselling, legal support, and essential services.

With dedicated support, Sreyneang and her family began rebuilding their lives.

Last year, with the help of her lawyer, she won compensation from her trafficker. No longer living in fear, she discovered her passion for hairdressing and now works in a salon, gaining skills and dreaming of opening her own shop.



"I am fortunate that Hagar has helped me overcome my fear, isolation, and anxiety. I am stronger and able to smile every day. Now, I have a skill that I love. I really love working at the salon. I enjoy it so much and work hard every day."

Sreyneang



"Hagar became a source of rejuvenation of my new life."

Tanzila

FROM EXPLOITATION TO *Freedom*

Growing up in extreme poverty in Karachi, Pakistan, Tanzila was forced by her father, a drug addict, to work instead of attending school. He took their earnings while they endured abuse. At 14, she was married off to settle her father's debt and sent to an abusive household in Kabul, Afghanistan. Her unemployed husband, twice her age, left her to care for his three children. Without financial support, Tanzila often had to beg neighbours for food.

Hope arrived when she joined Hagar's "Restoring Lives Through Livelihoods" programme. Learning to sew and receiving trauma counselling gave her the confidence to envision an independent future.

Today, Tanzila is now a skilled tailor and a valued member of a women's cooperative. With a stable income, she ensures her children are fed, clothed, and in school—opportunities she never had. Economic independence has transformed her from a survivor into a provider and role model, empowering her to shape her own future.

"RESTORING LIVES THROUGH LIVELIHOODS" PROGRAMME

This programme helps women rebuild their lives by gaining the skills and confidence to earn a living. In cooperative groups, they learn to sew and create garments for local and regional markets. Each woman receives a sewing kit and practical business training in managing money and selling their products.

To support each woman as they start out, Hagar provides wages for the first six months. After that, they begin earning directly from their sales. Some women go on to start their own businesses, while others return home and sell their products within their communities.

By working in these cooperatives, women gain financial independence and protection from exploitation—empowering them to build a brighter future for themselves and their families.

YOU ENABLED PREVENTION

Your generosity equipped thousands of survivors and their communities with the skills and tools to fight exploitation.

2024 PREVENTION IMPACT

30,080 community and religious leaders trained to understand vulnerability and the tactics traffickers use

989 family members educated on child rights, human trafficking and gender-based violence

994,519 people were reached with prevention messages through television and social media campaigns

YOUR SUPPORT HELPED DISMANTLE A TRAFFICKING RING IN THAILAND

For years, Kevin, Lily, and their young son, Paul, lived a quiet life in northern Thailand, running a small farm in a close-knit community. Their trusted neighbour and friend, Beck, was like family.

They never imagined he was hiding a terrible secret.

The truth came crashing down when law enforcement officers arrived at their home. Investigators had uncovered explicit images and videos of Paul online. The source? Beck.

Kevin and Lily were devastated. The man they trusted most had groomed their son, manipulated him into silence, and subjected him to unimaginable abuse.

Hagar legal and survivor care teams (known as LIFT locally) responded immediately. Because of Beck's influence, Paul struggled to express what had happened. However, a forensic investigation revealed the full horror—hundreds of messages, illicit files, and a vast network of offenders exploiting children.

With undeniable evidence, authorities dismantled the trafficking ring, preventing further harm. Beck was sentenced to 114 years in prison, and a victim-centred approach ensured that Paul was spared the trauma of testifying.

Justice was served. More than a verdict, it was the restoration of hope and peace. Thanks to your support, Paul and his family are healing.



"To combat human trafficking and exploitation, we need effective collaboration with all sectors, including NGOs. Hagar has been a strong support combatting human trafficking in our province and has built the capacity of local authorities and community people."

Her Excellency Nhek Sokun

Chair, Battambang Provincial Women & Children Consultative Committee

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Empowering YOUTH TO FIGHT EXPLOITATION

In the Solomon Islands, Hagar's partner, HOPE Trust, is working with three schools to equip students and teachers with the knowledge and tools to prevent child exploitation and human trafficking.

Teachers have received specialised training to provide psychosocial support and identify and respond to child protection concerns. At the same time, students are developing the confidence and skills to advocate for their own safety and that of their peers.

Awareness initiatives are fostering cultures of vigilance and protection, both within schools and their wider communities. Teachers and students are learning to recognise risks, understand the vulnerabilities traffickers exploit, take preventive action, and support one another.



YOU ENABLED SYSTEM STRENGTHENING

Your support bolstered local leadership, fostered partnerships, and equipped frontline teams to safeguard those at risk of trafficking, slavery, and abuse. Because of you, whole communities are being transformed.

2024 SYSTEM STRENGTHENING IMPACT

1,097 leaders across dozens of partner organisations implemented Hagar's trauma-informed care model

61 human trafficking cases were filed with local police

20 criminals were convicted and sentenced to a total of 485 years in prison

BREAKING THE CYCLE: TWO SURVIVORS *Freed* FROM ABUSE IN MYANMAR

In rural Myanmar, lives are being changed thanks to your support.

Through Hagar's partnership with the Yangon Kayin Baptist Women's Association (YKBWA), two survivors of severe abuse were identified in 2024 and are now receiving the critical care they need to heal and rebuild their lives.

This breakthrough was made possible through Hagar Vietnam's training in trauma-informed care, case management, and education on gender-based violence, human trafficking, and safe migration. With this knowledge, YKBWA staff and community leaders empowered their villages, equipping them to recognise exploitation and take action.

As a result, local leaders not only identified cases in their own communities but also launched committees to prevent future cases—ensuring lasting change.





RESCUED THROUGH *Partnership* EIGHT SURVIVORS FIND FREEDOM

In early 2024, a powerful cross-border collaboration between Caritas and Hagar teams in Vietnam and Cambodia led to the rescue and safe repatriation of eight Vietnamese individuals trafficked into forced online scamming operations in Cambodia.

The rescue effort began when Vietnam's National Helpline 111 alerted Hagar Vietnam to multiple trafficking cases. Acting swiftly, Hagar Vietnam verified survivor identities and coordinated with Hagar Cambodia. In partnership with Cambodian authorities, the survivors were freed from exploitative conditions where they had been forced to work up to 18 hours a day under threats of violence.

Once rescued, Caritas provided immediate shelter and care, while Hagar teams in both countries facilitated their safe return. Upon repatriation, Hagar Vietnam ensured each survivor received trauma counselling, safe housing, and vocational training, helping them take their first steps toward recovery.

This mission was a testament to the power of collaboration. By working together across borders, Hagar and its partners are breaking the cycle of trafficking and restoring dignity to those who have suffered.



Uncovering **TRAFFICKING, STRENGTHENING PROTECTIONS**

In 2024, a major human trafficking case in Singapore was uncovered thanks to strengthened collaboration between Hagar and government authorities. As job recruitment scams surged, Hagar worked closely with officials to investigate exploitative practices in high-risk industries—particularly the entertainment sector.

During in-depth screening interviews, Hagar identified clear signs of trafficking among young women recruited under false pretences. Their findings led to the rescue of eight victims. The survivors have since received trauma recovery support, job training, and safe employment pathways.

To address systemic risks, Hagar launched a survivor-led focus group to investigate exploitative recruitment practices. This research is now informing efforts to prevent trafficking and strengthen protections for migrant workers.

MAJOR INITIATIVES

None of the progress that we have been able to make in our recovery and prevention efforts could have been possible without the support of donors, volunteers, corporate partners, community organisations and more. Their unwavering belief in our mission, combined with their generosity and collaboration, has enabled us to walk alongside survivors in their journey of healing and empowerment.



Hope in Action

MEDICAL MISSION TO CAMBODIA

After a long pause due to the pandemic, the joint medical mission led by HAGAR and Bethesda Bedok-Tampines Church (BBTC) made a powerful return.

From 7-14 December 2024, over 90 volunteers, made up of medical professionals, everyday Singaporeans, and even children, flew to Phnom Penh united by a shared purpose: to bring healing, joy, and hope to Cambodian communities.

Our largest team to date achieved incredible impact. In just one week, they conducted medical screenings for nearly 2,000 students across three rural schools, hosted a joyful Christmas celebration for 600 villagers, and distributed 200 bicycles to children at risk of rape and trafficking.

Offering health checks, hygiene education, dental care, and head lice treatment, volunteers also provided training and supplies to help schools sustain these hygiene efforts long-term.

The Christmas celebration was unforgettable — villagers of all ages feasted, danced, and took food home. Each participant received essentials including rice, milk, snacks, and hygiene items. The joy was unmistakable.

The experience transformed both those served and the volunteers. Many were moved by how one week of care could create lasting change. Even children as young as five learned compassion and service — lessons that will last a lifetime.

The mission continues beyond the trip. HAGAR has followed up on urgent medical cases, providing ongoing care for heart, lung, dental, and skin conditions identified during the visit.

Together, we witnessed how a community of volunteers can uplift another, and this is only the beginning.



CORPORATES *Unite to Empower* MIGRANT COMMUNITIES

On 29 February 2024, 20 volunteers from Linklaters and Microsoft came together in a unique pro bono service session with Hagar clients – one that delivered more than just a fun afternoon. It sparked perspective, purpose, and the power of planning.

As part of Hagar’s customised life skills programme for vulnerable women migrant workers, the volunteers co-facilitated an experiential training session centred around the game Capture the Flag. What began as a team activity quickly became a powerful simulation for introducing the often-unfamiliar concept of forward planning. Participants had to strategise, leverage each other’s strengths, and adapt in real time – mirroring the very skills needed to navigate long-term goals in life.

For many of the women, whose focus has often been on immediate survival while working abroad to support their families, planning for the future, is a luxury they have rarely been able to afford. The training session helped break down complex ideas such as goal setting, resource allocation, and financial planning, and delivered into tangible, accessible lessons. Lively discussions that followed helped participants connect the game’s lessons to real-life decisions, from saving money to seeking training opportunities.

While planning may feel second nature to many of us; often shaped by years of education and opportunity, it can be both unfamiliar and transformative for those who have not had the same foundation. Volunteers from Linklaters and Microsoft embraced this reality with empathy, stepping into the women’s shoes to offer encouragement, guidance, and a safe space to grow. In this second collaboration between the two corporates to equip and empower Hagar clients, we were privileged to witness moments of courage, connection, and transformation unfold.

In a room alive with laughter, strategy, and newfound confidence, Capture the Flag became more than just a game – it became a powerful metaphor for taking hold of one’s dreams and pursuing life’s goals, offering practical and valuable lessons we all need to learn.



OUR PARTNERS

Corporates

Agrata Group
Ark Industries
AWOT Global Logistics (S) Pte Ltd
Beacon Law Corporation
Best Home Employment
Boeing Global Corporate Citizenship
Brasserie Astoria Singapore
Deloitte
EPOS Pte Ltd
Federal Packaging Industries Pte Ltd
Freshening Industries Pte Ltd
Goldman Sachs (Singapore)
GYC Financial Advisory & Private Wealth
Hotel Indigo Kuala Lumpur On The Park
ilLido Group
InterContinental Danang Sun Peninsula Resort
Jack Focus Employment
Lawry's The Prime Rib Singapore
Liberty Specialty Markets
Linklaters Singapore Pte Ltd
Lip Golf Pte Ltd
Markono Group Pte Ltd
Maybev Pte Ltd
Microsoft Singapore
Million Dollar Round Table
Mitra Famosa International Pte Ltd
Pan Pacific Hotels Group
Proelect Engineering Pte Ltd
Quantedge Foundation
Seletar Country Club
Singapore Airlines
Sunray Woodcraft Construction Pte Ltd
Tai Lai Holdings Pte Ltd
TaylorMade Pte Ltd
Tee Up Capital Pte Ltd
The Fullerton Hotels & Resorts
The Rightway Corporation Pte Ltd
Thirst Collective
Transwift Pte Ltd
Verztec Consulting Pte Ltd
WICE Logistics (Singapore) Pte Ltd
Wipro Consumer Care Singapore Pte Ltd

Trusts and Foundations

Adrian Tan Memorial Fund (Community Foundation Singapore)
Community Foundation Singapore
Lee Foundation
Quantedge Foundation

Schools and Non-Government Organisations

St. Anthony's Canossian Secondary School
St. Joseph's Institution International
Centre for Domestic Employees
Foreign Domestic Worker Association for Social Support and Training
HealthServe
Humanitarian Organisation for Migration Economics

Churches

Bethesda (Bedok-Tampines) Church
Bethany Emmanuel Church
Covenant Community Methodist Church
Evangel Family Church
Paya Lebar Methodist Church
The Methodist Church in Singapore (Trinity Annual Conference)
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

As trafficking networks grow more sophisticated, the need for bold, adaptive action has never been more urgent. In a world shaped by conflict, economic instability, and digital exploitation, traffickers are evolving, and so must we.

In 2025, HAGAR will deepen our commitment to **survivor care, prevention and survivor-led advocacy**, stepping up efforts not just to respond to trafficking, but to prevent it before it begins.

New tactics are emerging. Traffickers now offer upfront payments instead of false job promises, creating emotional dependence long before exploitation begins. Victims are often kept in deceptively comfortable environments, where psychological manipulation blurs the lines between care and control, making it harder to escape.

These shifts demand a new generation of interventions. While continuing consistent support to help survivors heal and thrive, HAGAR will expand upstream strategies including:

- Ethical recruitment advocacy,
- Community-based education, and
- Survivor-led awareness and peer mentoring.

The challenges ahead are real – but so is our resolve. With your support, HAGAR will continue to walk with survivors, disrupt trafficking at its source, and build communities that stand strong against exploitation.

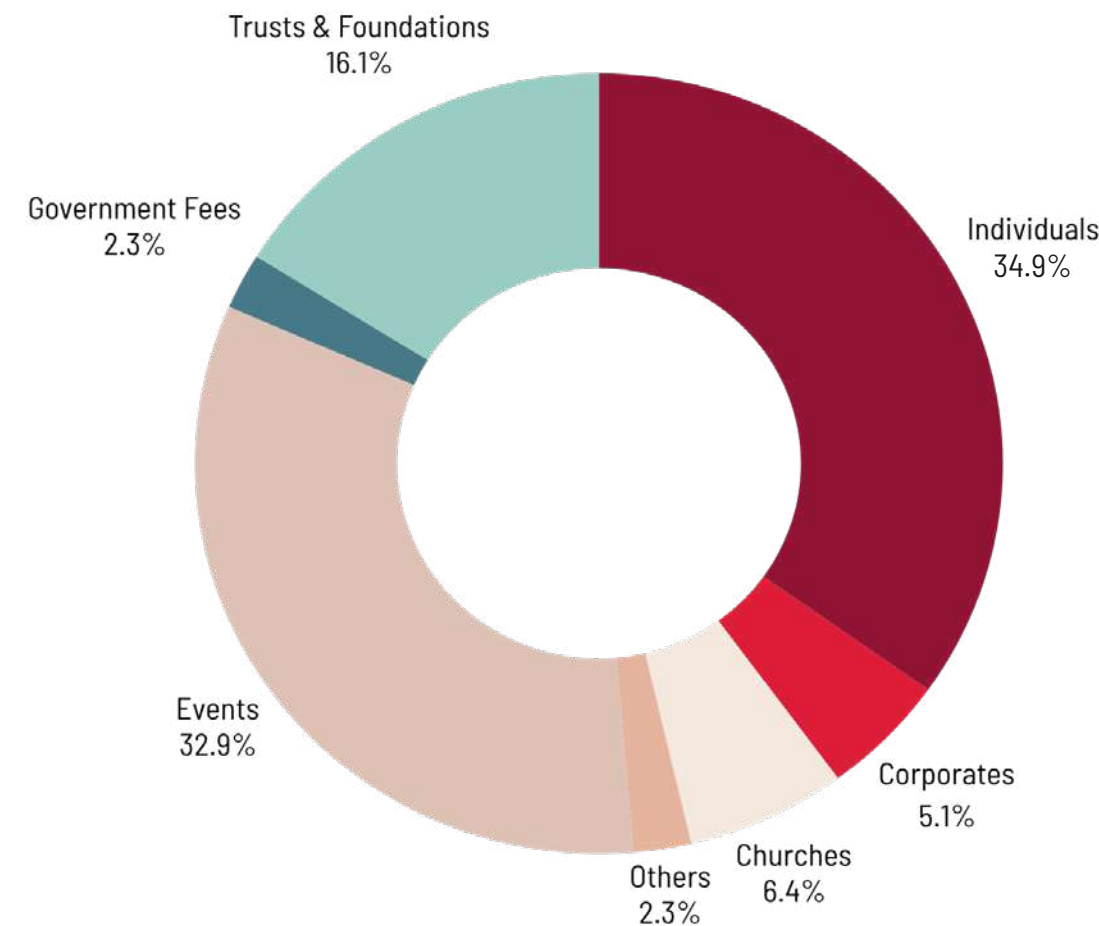


OUR ACCOUNTABILITY

2024 Financial Highlights

2024 INCOME SUMMARY

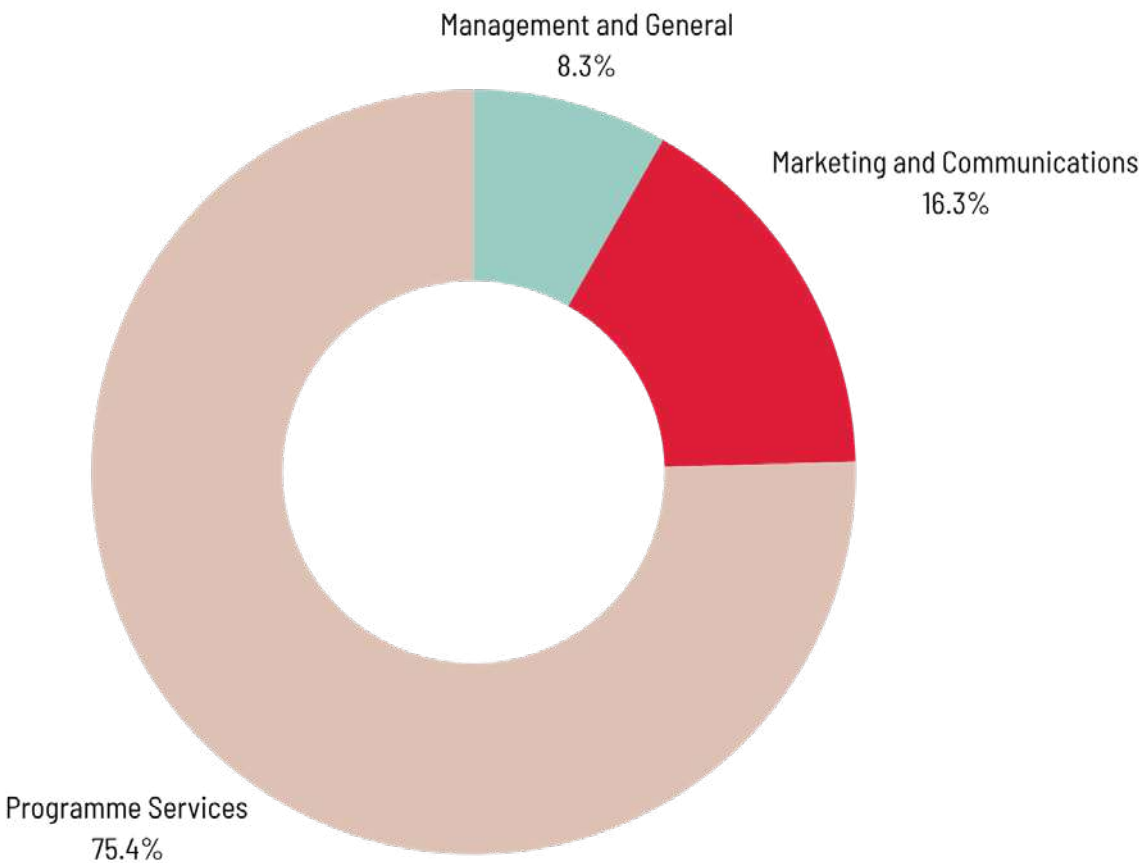
Total Income: \$ 1,376,601



Overall, donations declined by approximately \$200,000 compared to the previous year, primarily due to the impact of an unstable economy on charitable giving throughout the financial year.

2024 EXPENDITURE SUMMARY

Total Expenditure: \$ 1,403,957



Despite this, expenses were maintained at a level closely aligned with total income, ensuring we could continue meeting the growing needs of the vulnerable communities we serve.

OUR ACCOUNTABILITY

Corporate Governance

Hagar 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

| | 12/3/2024 | 26/6/2024 (AGM) | 4/9/2024 | 2/12/2024 | Attendance |
|-------------------------|-----------|-----------------|----------|-----------|------------|
| Chan Chee Onn | ◆ | ◆ | ◆ | ◆ | 4/4 |
| Chua Eng Hui | ◆ | ◆ | ◆ | ◆ | 4/4 |
| Lee How Giap | | | ◆ | ◆ | 2/4 |
| Sylvia Chan | ◆ | | | ◆ | 2/4 |
| Cheryl Chong Chiew Peng | ◆ | ◆ | | | 2/4 |
| Michael Chiam Tow Khoon | ◆ | ◆ | ◆ | ◆ | 4/4 |
| Andrew Lim Meng Soon | N/A | Observer | ◆ | ◆ | 2/2 |
| Lynette Leong Chin Yee | N/A | N/A | Observer | ◆ | 1/1 |

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 activities. 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

The whole journey

HAGAR SINGAPORE LTD 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 (Memorandum and Articles of Association) as its governing instrument.

Unique Registration Number (UEN)
200401226H

Banker
DBS Bank

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

Office Address
**8 Lorong 27A Geylang
#03-04 Guilin Building
Singapore 388106**

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

Facebook **@HagarSingapore**

Instagram **@HagarSingapore**

Email **singapore@hagarinternational.org**