CLARITY
SINGAPORE

Clarity at 15

When Care Shows Up

ANNUAL REPORT 2025

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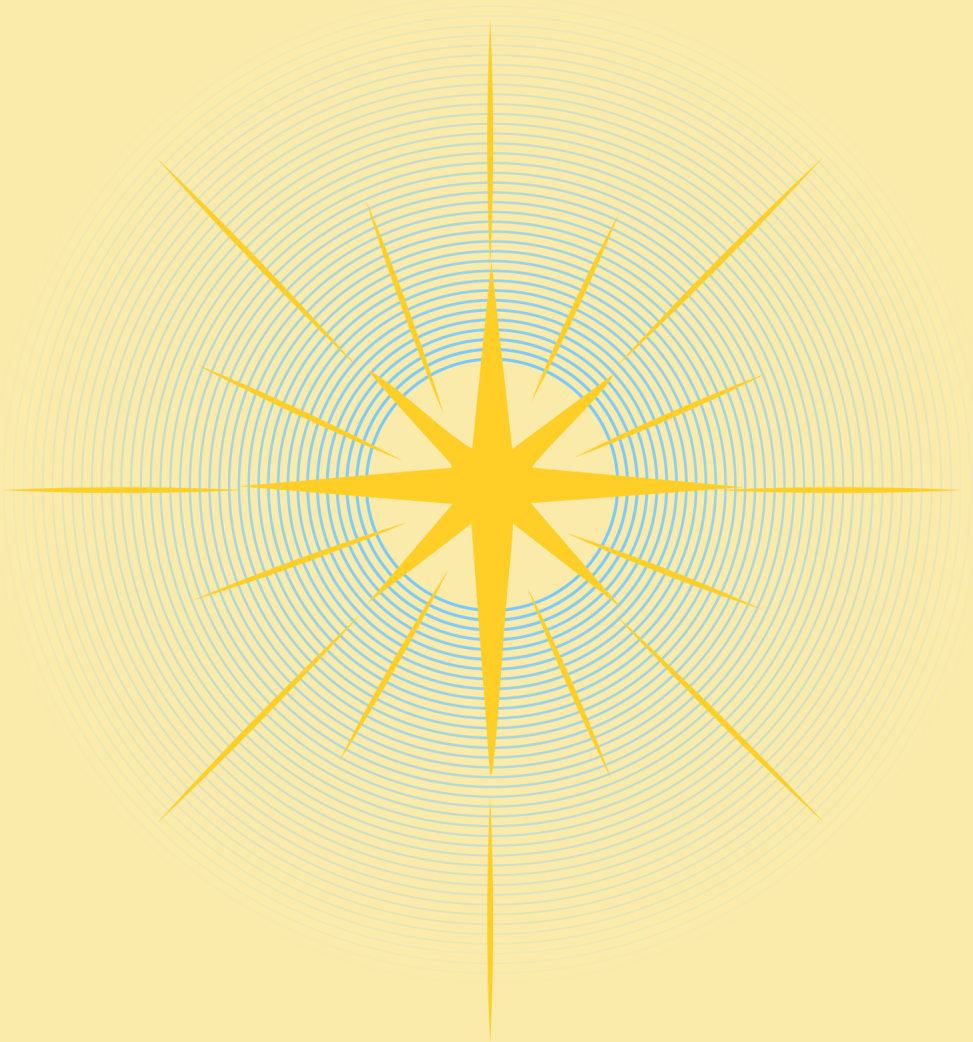
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01.

WHEN CARE SHOWS UP



The Purpose & Values that Define Us

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Chairman's Message

Mr Peter Lam



Clarity celebrates our 15th anniversary this year and we are filled with immense gratitude for this extraordinary journey.

Every chapter of our growth has been shaped by individuals and organisations who have supported and journeyed alongside us. Our theme for this year is "Clarity at 15: When Care Shows Up" to recognise and thank the different groups of stakeholders that have been instrumental in our mission to support mental wellbeing.

First and foremost, we thank our clients who have entrusted us with their stories and their vulnerabilities. Clarity was established by the Catholic Church in response to the growing mental health needs in Singapore. While our values are rooted in the Church's social teachings, our commitment has always been universal. Today, it humbles us that more than 80% of those we serve are non-Catholics, affirming that care, grounded in compassion, transcends background or belief.

I am deeply grateful to our dedicated staff, past and present, whose professionalism and compassion have translated intention into impact. Your commitment and dedication have enabled Clarity to grow into a trusted provider in the mental health sector. Because of your discernment and agility, our services have expanded beyond basic support to include specialised interventions for mothers, families, individuals living with OCD, and young adults navigating complex life transitions. You have constantly evolved to respond where the need is greatest over these 15 years.

We thank our partners in the mental health ecosystem. Our collaborations with institutions such as the Institute of Mental Health, KK Women's and Children's Hospital, and Khoo Teck Puat Hospital allow us to serve as a vital bridge in ensuring care that is seamless, coordinated, and responsive. Together, we have strengthened the continuum of support for individuals and families seeking help.

We are also thankful to our long-standing funders and partners, including the Agency for Integrated Care (AIC) and Caritas Singapore. Your enduring support has sustained Clarity. Because of your confidence in our mission, we have been able to reach more lives each year and move further upstream to emphasise education, early support and prevention to enhance mental well-being in the community.

On a personal note, I wish to express my heartfelt appreciation to my fellow Board members, who have been very generous with their time, advice and guidance to Clarity, ensuring that as we grow, we remain anchored in purpose and integrity.

Finally, to our donors, volunteers, advocates, and friends of Clarity, thank you for walking this journey with us. Your generosity, trust, and belief in our work has enabled us to show up, consistently and meaningfully, for the community over the past 15 years. As we enter this new chapter, it is this shared commitment that gives us confidence in a future where no one has to walk the path of mental health alone.

> "Today, it humbles us that more than 80% of those we serve are non Catholics, affirming that care, grounded in compassion, transcends background or belief."

Executive Director's Message

Ms Anne Pillai



> "This growth signals a new chapter of organisational maturity and affirms Clarity's role as a leader in community mental health."

The past year has been truly momentous for Clarity Singapore.

As we marked our 15th anniversary, we achieved our highest impact to date across our clinical interventions and community programmes. This growth signals a new chapter of organisational maturity and affirms Clarity's role as a leader in community mental health.

Approximately 75% of our clients are young adults aged 18 to 35. This life stage marked by transitions in education, work, relationships and identity creates unique mental health vulnerabilities, along with the financial "sandwich" of caring for both children and parents. To address this, we have refined our approach: we now provide fully subsidised clinical care for all. By combining free services with advocacy, we remain steadfast in our commitment to accessible care.

Guided by these insights, our strategic focus today prioritises early intervention, awareness and mental health literacy. This proactive approach was most evident within Clarity's key specialisations: Maternal Mental Health (MMH) and Obsessive-Compulsive Disorder (OCD). In #ClarityforMoms, we recognised that access is a major barrier for many mothers navigating the physical and emotional demands of early parenthood. We launched the **"Birth of a Mother"** video podcast to provide new parents with access to expert advice and shared stories on demand. It garnered over 10,000 views in its first month and was even named a top women's podcast by Channel News Asia.

This has contributed to a doubling of our MMH client intake. We have since expanded our scope to include support for fathers, as well as couples facing sub-fertility or pregnancy loss.

At the same time, #ClarityforOCD addressed Singapore's third most common mental health condition through a **pilot OCD screening** of 584 students across six universities, identifying needs before they reach a crisis point.

Our Community Programmes, another core Clarity pillar, saw a doubling in participation. These programmes provide safe and engaging spaces for learning and low barrier, practical evidence-based tools to strengthen resilience.

Beyond programming, we continue to bolster our foundations. We expanded our workforce while committing over 600 hours to staff training and development and advanced a **multi-phase digitalisation project** to modernise our infrastructure. These efforts ensure that our care remains safe, reliable, and accessible to meet the growing and increasing complexity of our services.

None of this would be possible without the incredible generosity of our donors and partners. As we look ahead, we are building a more resilient, responsive, and innovative organisation. Together, grounded in faith and strengthened by partnership, we are empowering a brighter future where every individual has the support they need to thrive.

ABOUT

Clarity Singapore is a mental health charity that empowers individuals to lead meaningful lives through support, acceptance and recovery.

We recognise that mental health needs are unique. To meet these varying needs, we provide individualised therapy sessions, group programmes, and psycho-educational workshops and talks.

Our services are open to individuals from all walks of life, regardless of race, religion or background. We specialise in supporting those struggling with mental health conditions arising from anxiety and depression, which include trauma, pre and post-natal stress, bereavement and loss, relationship and other emotional issues.

As a member of the National Council of Social Services (NCSS) with IPC status, we work closely with partners like the Agency for Integrated Care (AIC), Khoo Teck Puat Hospital (KTPH) THRIVE and the Institute of Mental Health (IMH) to deliver mental health interventions to the community. We are also proud to be one of 28 member organisations fulfilling a social mission for the Church.

Vision

A Catholic charity that serves persons with mental health issues to **live meaningful lives** through support, therapy, acceptance and recovery.

Mission

Rebuilding lives, renewing hopes for mental wellness

Our 15-Year Journey

2010

Clarity is born to serve the growing **mental health needs** in the community



2011

Clarity's 1st Anniversary



2013

Open first official office in **Yishun**



Archbishop William Goh opens Clarity's first official office

2015

Open second office in **Agape Village**



2016

Launch **Maternal Mental Health (MMH)** initiative and satellite clinic at Mount Alvernia Hospital

2017

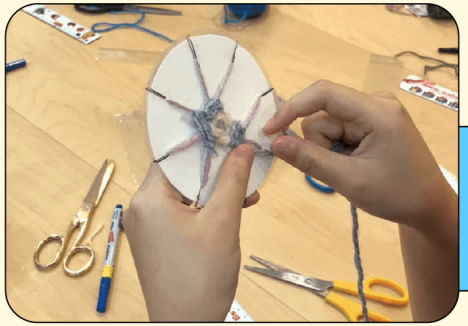
Receive **Charity Transparency Award**, successfully retaining it every year since

2018

Launch Singapore's first online cognitive behavioural therapy mood management tool

Introduce **Youth Mental Health Initiative** and **Better & Happier (BAH) programme** for ages 18–30

Therapeutic artmaking during a BAH programme



2020

Pivot to **100% digital delivery** during Covid-19 pandemic to meet surging counselling demand

Launch **BRAVE**, first online Catholic Youth Mental Health Festival with Caritas Singapore

BRAVE provides a vital platform for youth to engage in honest, open conversations on mental health and faith.



2022

Establish a **hybrid model** of teleconsult and in-person care

Achieve **Data Protection and Cyber Essentials** certifications, pioneering digital security and trust among charities

DATA PROTECTION ESSENTIALS

SG CYBER SAFE | CYBER ESSENTIALS Certified



Launch **Clarity for Practitioners**, advancing clinical excellence through specialist training, student placements, and professional supervision

2024

2023

Revamp community programmes with creation of **Clarity Circle**, comprising Learn, Chat, and Gather to boost mental health literacy and reduce stigma.



Gather series: MacRitchie Treetop Walk

Receive **President's Certificate of Commendation** (Covid-19), in recognition of fight against Covid-19



COMMENDATION

Clarity Singapore Ltd

For exceptional efforts which had a significant impact in Singapore's fight against COVID-19

Halimah Yacob
President
18 June 2021

2025

Launch first video series **"Birth of a Mother"**

THE *BIRTH* OF A *MOTHER*
A PODCAST SERIES

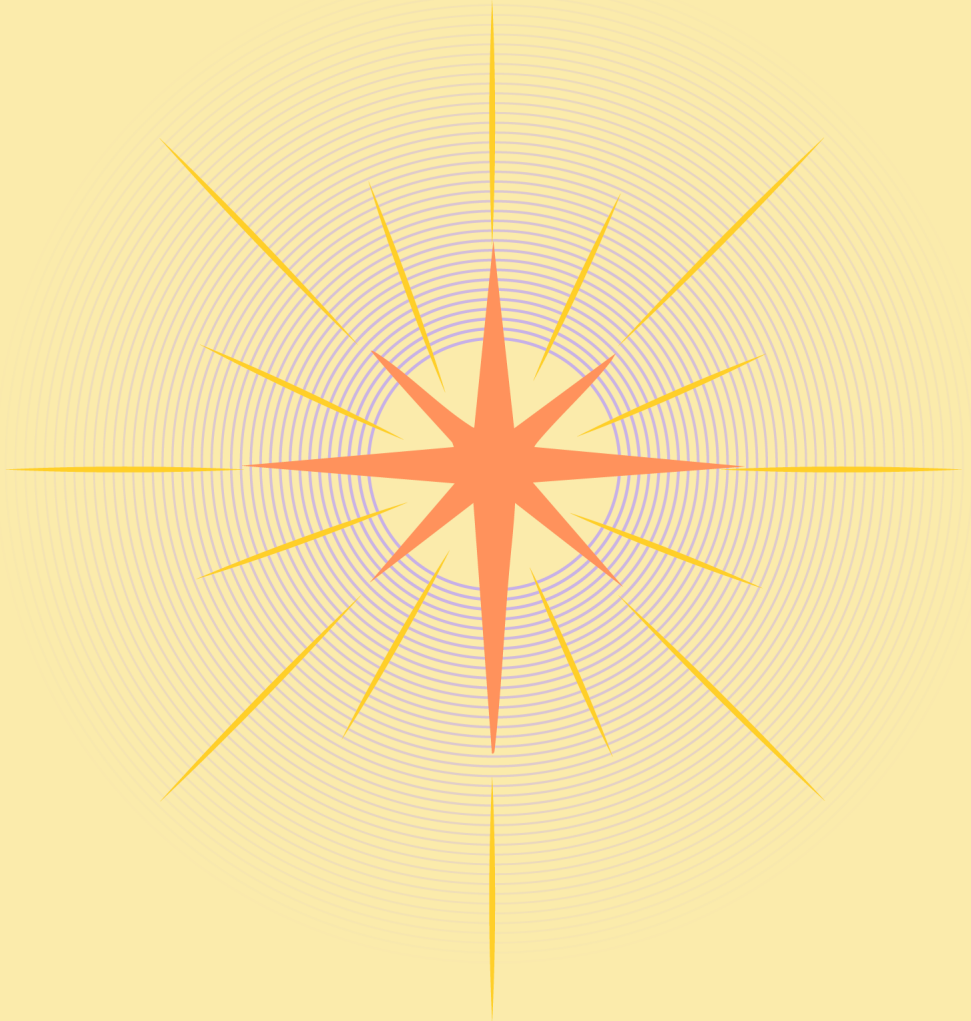
Conduct record high **8037 sessions**

Walkathon and Anniversary Mass celebrating **15 Years of Care**



02.

HOW CARE IS SUSTAINED AND ENABLED



The People & Structures that Nurture Care

13 Board of Directors

14 Board Commitees & Attendance

15 Executive Leadership & Organisational Structure

Board of Directors



Mr Peter Lam

Chairman
CEO, Institute of Technical Education (ITE)



Mr Peter Chan

Vice Chairman
Founder & Managing Partner, Crest Capital Asia



Mr Houl Lee

Finance Chair
CFO & Head of Private Equity, Wah Hin & Co Pte Ltd



Ms Chan Yit Foon

Board member
Senior Vice President, HR, Marina Bay Sands Pte Ltd



Ms Elizabeth Chia

Board member
Assistant General Counsel, Collins Aerospace, Singapore



Dr Theresa Lee

Board member
Senior Consultant Psychiatrist, ANEW Centre



Mr Loh Yong Chye

Board member
CEO & Co-founder, ACT:DPI Pte Ltd



Ms Jesslyn Wong

Board member
CTO, Tabernacle Health Group
Appointed 26/6/25



Mr Benjamin Yeo

Board member
Director, Psychosocial & Community Care, Lion Befrienders



Mr Jerome Yuen

Board member
Director, Resources Development & Acquisition, World Vision Singapore



Rev Fr Kenson Koh

Board member
Parish Priest
Retired 30/9/25



Rev Fr Paul Staes

Board member
Missionary Priest
Retired 30/9/2025



Friar Gerald Tan

Spiritual Director
Franciscan Friar

Board Committees & Attendance

The roles of the Board Chairman and Executive Director are kept distinct to ensure independent decision-making. All Board members serve on a voluntary basis and receive no remuneration.

BOARD MEMBER	SUB-COMMITTEE	ATTENDANCE
Mr Peter Lam, **Chair**	**Member, Finance** Member, Marketing, PR & Fundraising (retired 30/9/2025)	4/4
Mr Peter Chan, **Vice Chair**	**Chair, Audit** (eff 1/10/25) Chair, Finance (retired 30/9/25)	1/4
Mr Houl Lee	**Chair, Finance** (eff 1/10/25) **Member, Marketing, PR & Fundraising** Chair, Marketing, PR & Fundraising (retired 30/9/25)	2/4
Ms Chan Yit Foon	**Chair, HR & Development** **Member, Mental Health Programmes & Services**	4/4
Ms Elizabeth Chia	**Member, Marketing, PR & Fundraising** Member, Finance (retired 30/9/25)	2/4
Dr Theresa Lee	**Chair, Mental Health Programmes & Services** **Member, HR & Development**	3/4
Mr Loh Yong Chye	**Chair, Marketing, PR & Fundraising** (eff. 1/10/25) Member, Audit (retired 30/9/25)	3/4
Ms Jesslyn Wong (appointed June 2025)	**Member, Audit** (eff. 1/10/25)	1/1
Mr Benjamin Yeo	**Member, HR & Development** **Member, Mental Health Programmes & Services**	2/4
Mr Jerome Yuen	**Member, Finance** Chair, Audit (retired 30/9/25)	3/4

Executive Leadership

Denise Lim
Head, Clinical Services

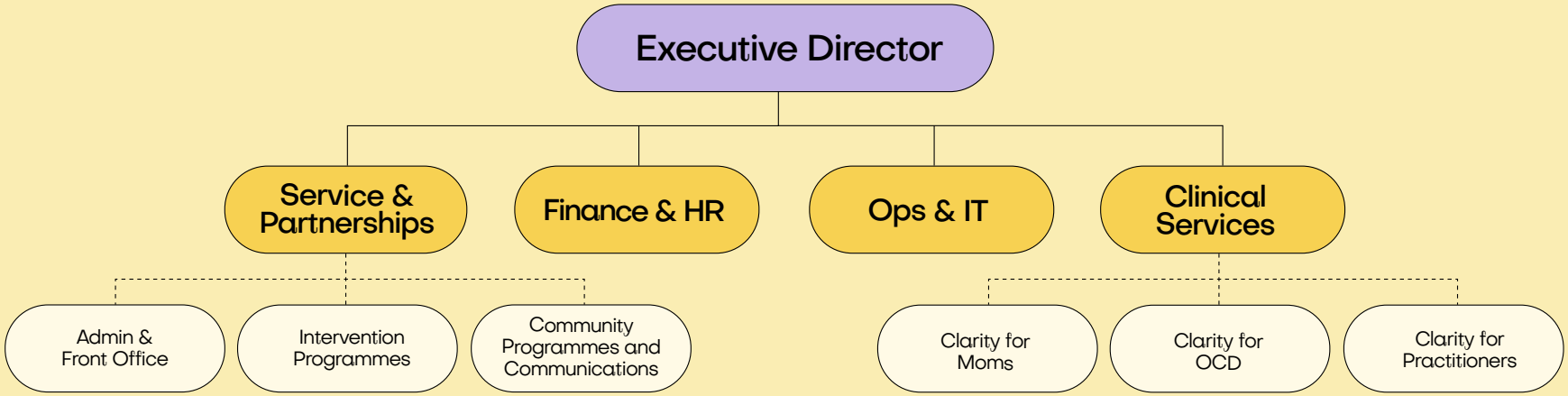


Tan Ming Chin
Deputy Head, Clinical Services

Amelia Phang
Head, Service & Partnerships

Anne Pillai
Executive Director

Agnes Siow
Head, Finance & HR



03.

15 YEARS OF CARE:
GROWTH & TRANSFORMATION

Care is Not a Moment; it is Consistency Over Time

18 A Landmark Year for Impact

19 Our Growth Trajectory

20 Enhancing Care through Digital Innovation

A Landmark Year for Impact

2025 was a record year

Community Programmes

2,583 Minds Enriched

98% Participants Gained New Mental Health Knowledge

Clinical Therapy

1,636 Clients Supported

964 New Clients

82% Achieved Clinical Improvement (GAF*)

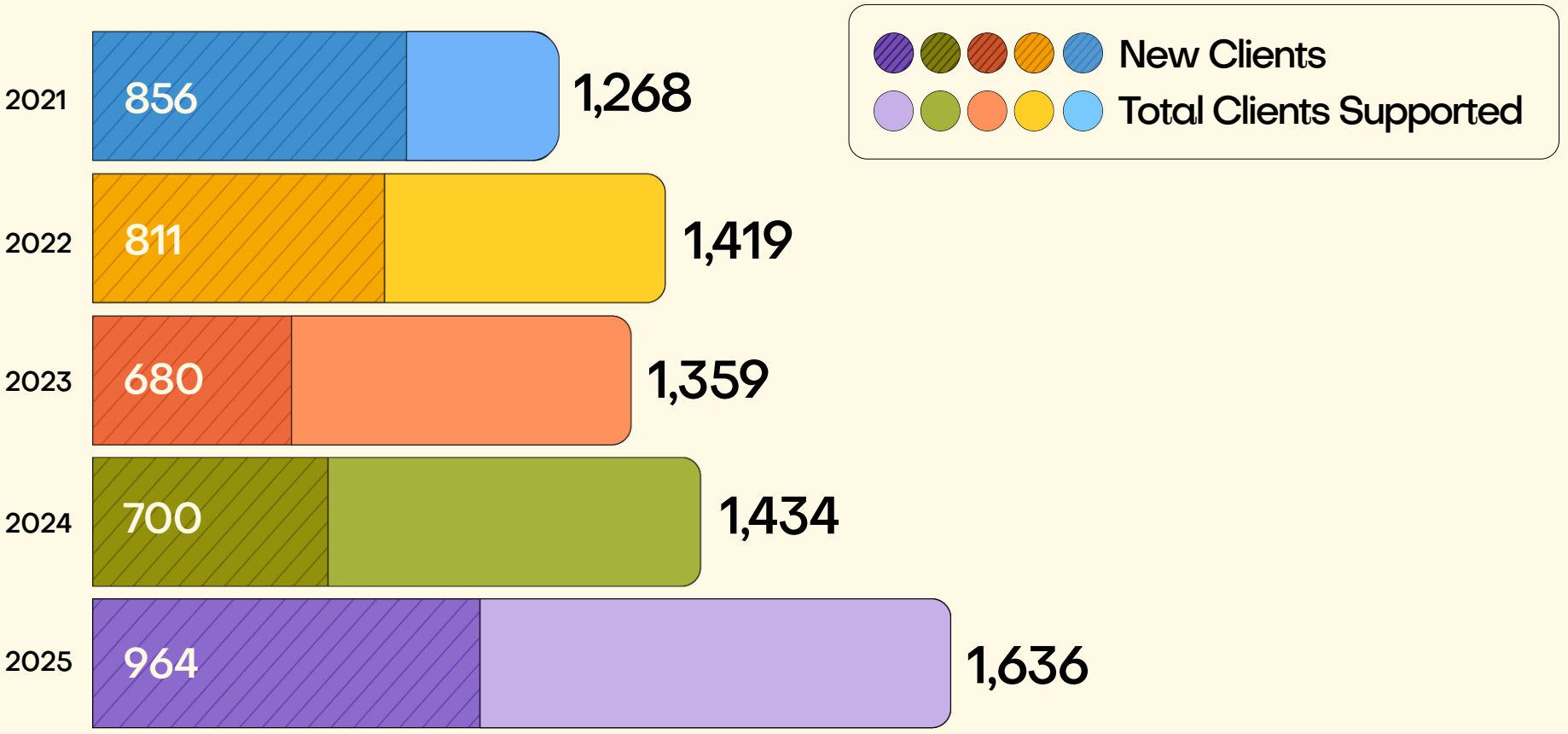
*Global Assessment of Functioning

Advocacy & Influence

13 Media Mentions

30% Increase in Referrals from Partner Agencies

Our Growth Trajectory



Enhancing Care through Digital Innovation

In 2025, we embarked on a multi-phase digital modernisation to ensure that getting help is simple, safe and reliable

Key Elements of our Digital Transformation:

1.



Build Sustainable Digital & AI Capabilities for long-term growth by developing internal capability with Clarity's own AI Large Language Model.

2.



Improve Organisational Efficiency though automated processes, data validation with live reporting dashboards to provide real-time insights.

3.



Enhance Client Experience and Service Accessiblity through interactive portal for registration, appointment bookings and programme sign-ups.

4.



Establish a unified and reliable "Single Source of Truth" that consolidates staff, volunteer, client and donor records. This ensures data accuracy, clinical accountability, and seamless tracking across all services.

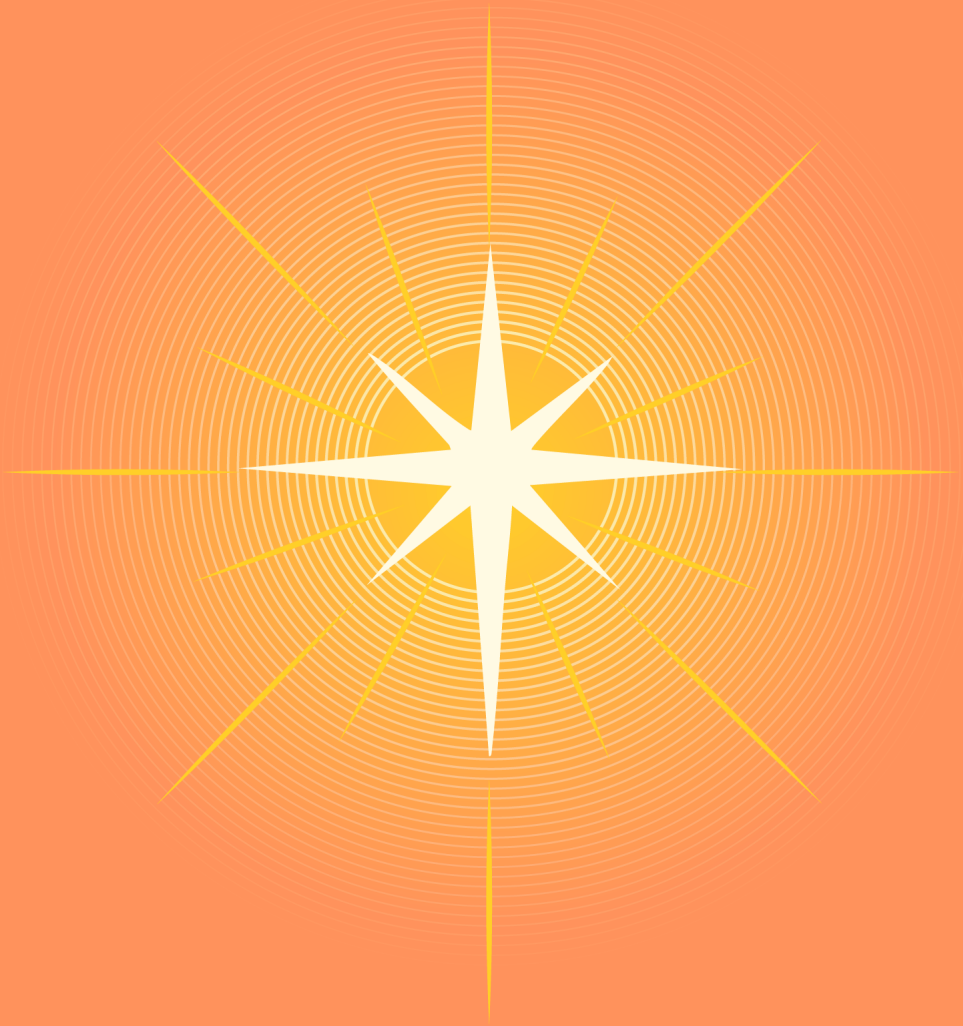
5.



Strengthen Data Governance, PDPA Compliance and Cybersecurity through strong audit trails, duplicate data controls aligned with regulatory requirements for sensitive and confidential data.

04.

WHEN CLARITY EMERGES



Voices that Reflect our Shared Journey

23 When Care Shows Up in our Community: **Dr Christopher Cheok**

27 When Care Shows Up for Personal Growth: **Jagadesh**

30 When Care Shows Up for Mothers & Families: **Ken**

33 When Care Shows Up for those Living with OCD: **Dr Jackki Yim**

35 When Care Shows Up for Mental Health Practitioners: **Joyce Charley**

When Care Shows Up In Our Community



Photo: Saint Max

Dr Christopher Cheok

Founding Board Member (since 2010)
Board Chairman (2017–2021)

Chief and Senior Consultant, Department of Forensic Psychiatry & Director, National Mindline 1771, Institute of Mental Health

Bridging Clinical Excellence and Community Access

"In Singapore, roughly 10% of our population will face a mental health disorder in their lifetime. Knowing that the vast majority may be uncomfortable seeing a psychiatrist, Clarity was a great initiative by the church to make help accessible. We started from scratch, meeting at first in classrooms and building up a space from a plain void deck into a professional counselling centre right in the heart of the community.

Today, this vision is reflected in Clarity's work with IMH. At IMH, our psychology department values Clarity, recognising its high clinical standards, and we are confident to send our cases here, or co-manage them. **Clarity serves as our partner in the community to continue the treatment we have started in the hospital.**

The name "Clarity" came from the idea that distress often leaves the mind muddled, and we wanted to help people regain that clarity of thought to live better. While our services are secular, our heart is 'faith in action'. Providing treatments at no cost to the client and breaking down one huge barrier for people to seek help."

> "Clarity serves as our **partner in the community** to continue the treatment we have started in the hospital."

Clinical Intervention Impact

Our clinical data reflects a year of deepening impact amid evolving community needs. These figures provide a transparent look at the diverse lives we touch and the progress we are making.

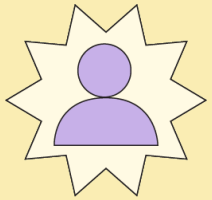
Impact in Numbers



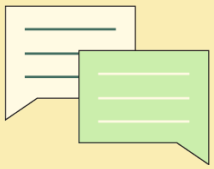
1,973
Enquiries
↑34%*



1,636
Clients Supported
↑14%*



964
New Clients
↑38%*

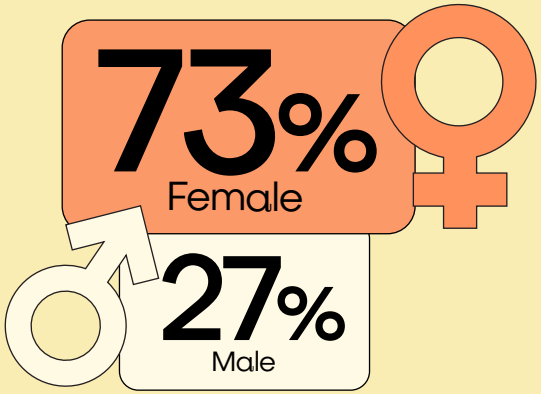


8,037
Sessions Conducted
↑17%*

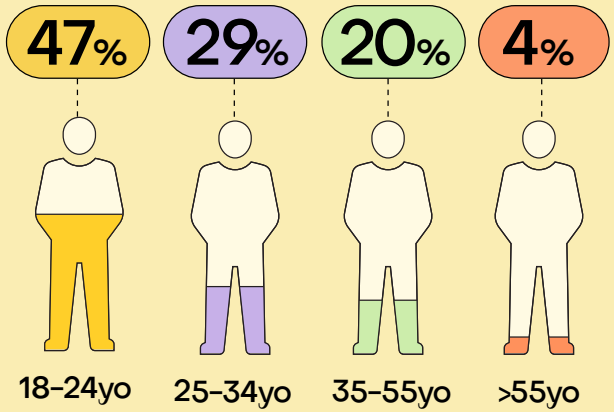
*Growth from 2024

Client Demographics

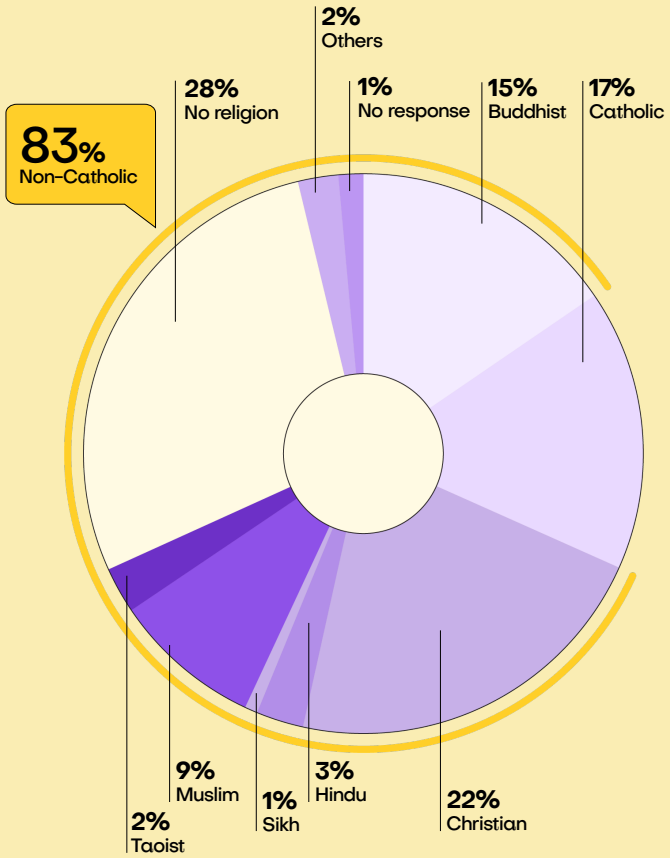
Gender Distribution



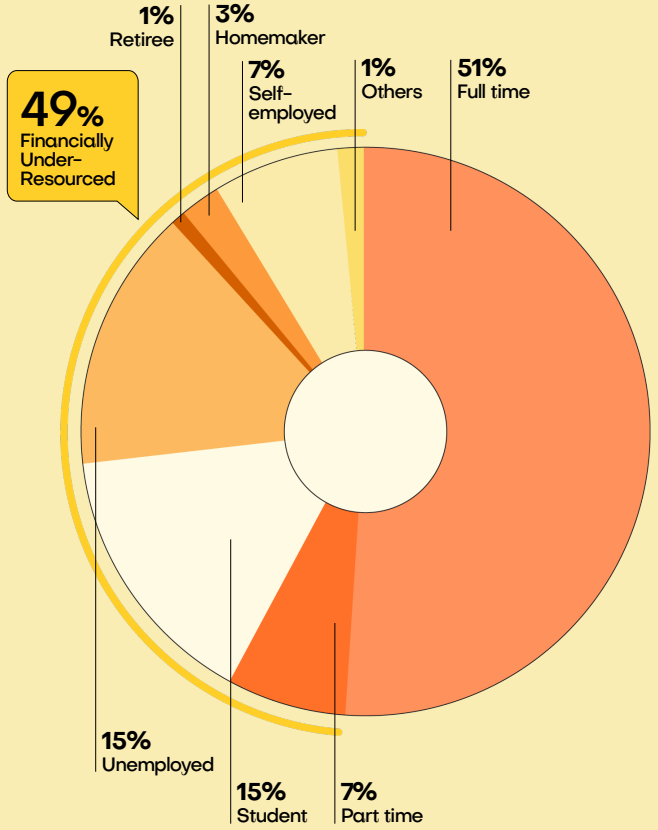
Age Group



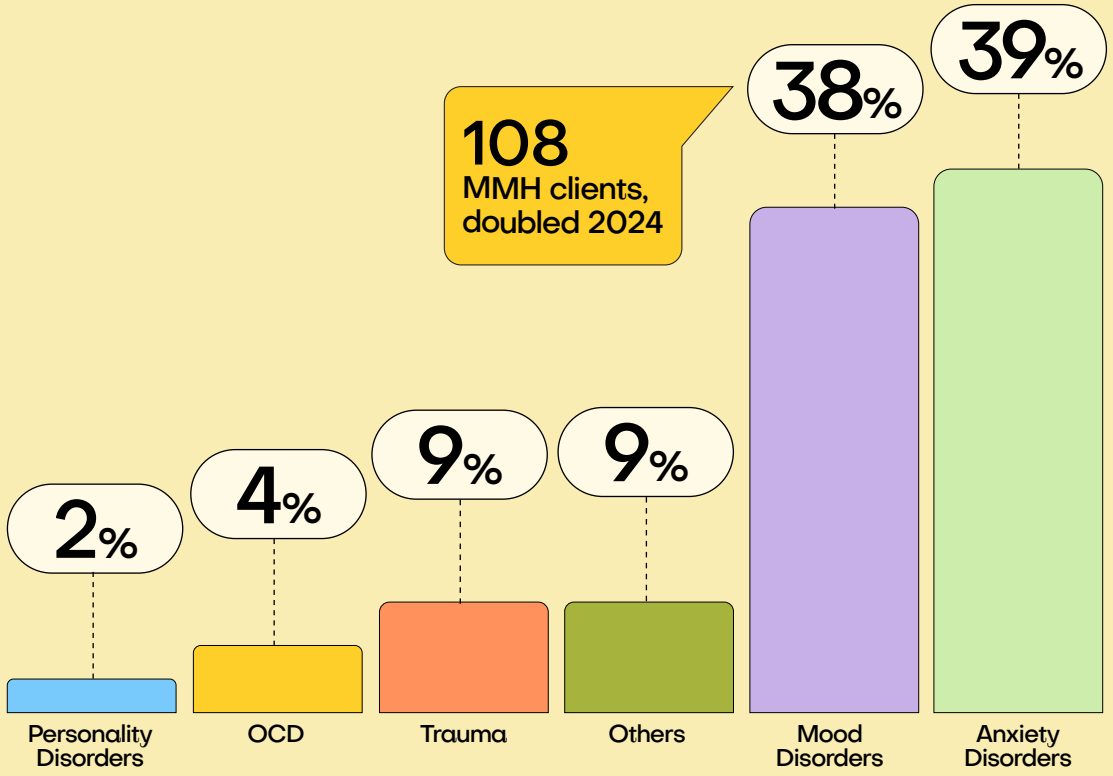
Religious Affiliations



Employment Status

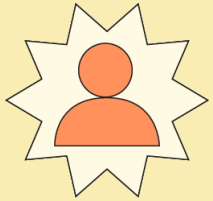


Mental Health Conditions

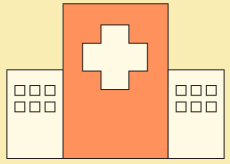


Referral Sources

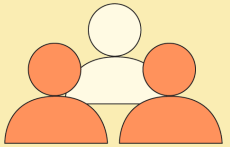
83% Self-Referred



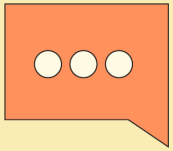
13% Medical Services



4% Community Agencies



1% Others



When Care Shows Up For Personal Growth



Jagadesh
Clarity Circle Participant

Finding My Authentic Self

"My journey with Clarity Circle began when I was struggling with my anxiety. While I was already in therapy, a colleague recommended joining Clarity Circle to further my growth. The programmes provided a different perspective. They allowed me to see how others tackle their problems and helped me realise that I wasn't alone.

When you face struggles in isolation, it can feel like you are the only one carrying such a weight. But through Clarity, I saw that while everyone has their own battles, they still find a way to smile. The smile you see in this photo—**one of the reasons I can smile like this today is the support I found at Clarity learning to be my authentic self.**

Through the events, I met a diverse group of people, across all ages, simply being themselves. There were no "fake smiles" because everyone was comfortable showing their vulnerabilities. That kind of honesty creates a unique sense of togetherness.

The most meaningful part was learning to be less judgmental. In public, your mind is often wired to judge others, but understanding others' struggles taught me empathy. This has slowly become a habit that I now carry into the world. By learning not to judge others, I've also learned to be less harsh on myself. Clarity didn't just give me a community; it helped me rediscover my original, authentic self."

> "One of the reasons I can smile like this today is the support I found at Clarity."

Community Programmes

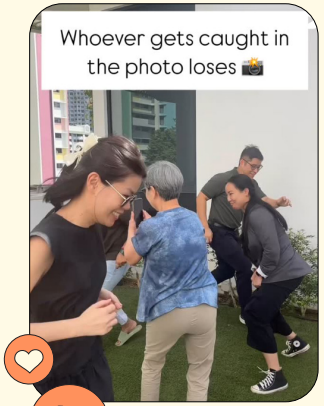
In 2025, we set out to make mental health conversations more **accessible, relevant, and preventative**, focusing on awareness before challenges escalate.

We leaned into social media to engage proactively with our audience and co-create programmes



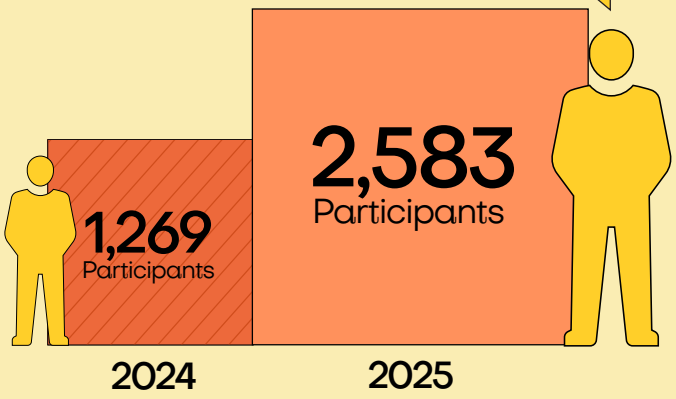




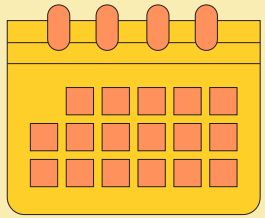


Impact in Numbers

↑110%
Increase in Participants



40
Events



Programme Highlights

We held 40 Gather, Chat and Learn events this year, ranging from excursions to educational webinars.

GATHER



Fun Day in collaboration with MINDSET

Our first Gather session of the year was a fully subscribed outing to the newly opened Mandai Rainforest Park. It provided a supportive space in nature for the 20 participants to build new friendships.

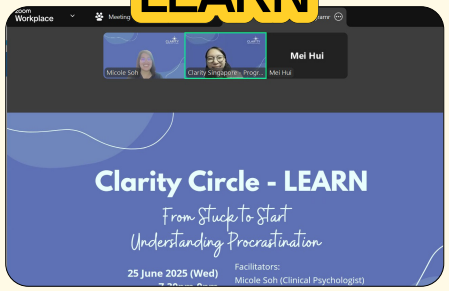
CHAT



Building a Healthy Self-Esteem

Four “human library” speakers shared powerful lived experiences to help 24 participants silence negative self-talk and build lasting confidence.

LEARN



From Stuck to Start – Understanding Procrastination

For our second Learn series, a record high 90 participants joined our therapists Micole Soh and Poh Mei Hui uncover the psychological roots of procrastination.

Clarity Circle

Across our **Gather, Chat and Learn** programmes under Clarity Circle, we tackled often “silent” challenges like self-esteem, procrastination and loneliness, using interactive, relatable formats that invited reflection and conversation.

When Care Shows Up For Mothers & Families



Image is for illustrative purposes only.

Ken
Father and Husband

A Journey Through Post Natal Depression

"After 10 years of marriage and a long IVF journey, my wife and I were overjoyed to finally welcome our son. It felt like a dream come true. However, the joy we longed for didn't arrive. My wife started crying for no reason; she became moody, anxious, and withdrawn. We should have been celebrating this "victory," yet she couldn't stop crying.

I was devastated. I eventually took a one-month unpaid sabbatical from my competitive career to manage the household. I asked myself: what is the point of hard work if my family is no longer whole? But despite my presence, I couldn't "fix" her. The turning point came when she broke down one day and asked, "What if I can't recover?"

I called the hospital, but the wait was two months. That was time we didn't have. Thankfully, a friend recommended Clarity. Within days, we had an appointment. They even provided home visits, and I knew things were turning around when I heard laughter during one of her therapy sessions at our home.

After six sessions, my wife was feeling well again. Because Clarity is a charity and offers subsidised rates, we felt supported without financial strain. Today, our son is three, and we are functioning well.

Post-Natal Depression (PPD) doesn't discriminate; it can affect anyone, regardless of education or stability. Maternal mental health needs to be talked about more, and husbands need to step up and be present. By being open, we ensure more people get the help they deserve. It is okay to not be okay."

> "Maternal mental health needs to be talked about more, and husbands need to step up and be present."

#ClarityforMoms Leading the Conversation

Clarity is increasingly recognized as a leader in **Maternal Mental Health (MMH)**, recently expanded our clinical scope to also support families through sub-fertility and pregnancy loss.

To make expert-led literacy accessible to mummies on-the-go, we launched **"The Birth of a Mother,"** a vodcast series sponsored by St Max. It explores essential themes like "Mum Brain" myths to the "Sacrifice vs. Sanity" struggle.

The series garnered over 10,000 YouTube views within the first month of launch. This outreach contributed to a doubling of MMH clients in 2025, and monthly help-seekers rose from an average of 3 to 8.

A special thanks to Cheryl Wee for bolstering "Birth of a Mother" with her social media advocacy and sponsoring door gifts for the launch!

The series garnered over 10,000 YouTube views within the first month of launch.





Hosted by Clarity's Clinical Psychologist Janice Quek, the vodcast features candid accounts from mothers Audrey Tay and Bernadette Shrimpton, alongside insights from Dr. Gillian Lim (IMH).

Impact at a Glance

Views

20,000+

YouTube views from April to October 2025.

Growth in Care

2x

Our maternal mental health client base doubled.

Father's Mental Health

Successfully initiated paternal mental health support, averaging **one new case per month** in 2025.

Expanded Scope

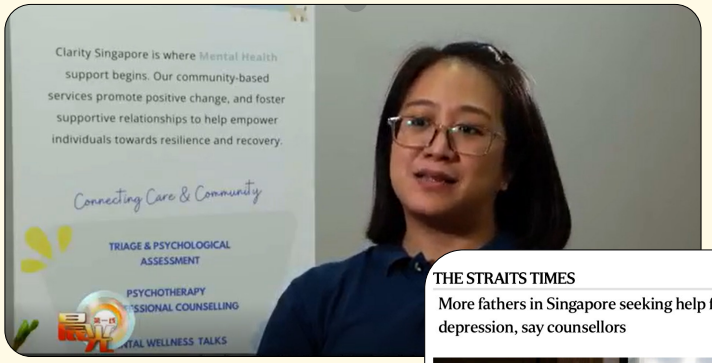
Widened clinical support to include **fathers**, **sub-fertility** and **pregnancy loss**.

In the News

Clarity's expertise in maternal mental health was featured across major media including The Straits Times, Channel 8, and Tamil Murasu, reaching a diverse, multilingual audience across Singapore.

THE BIRTH OF A MOTHER
A PODCAST SERIES

"The Birth of a Mother" was recognised as one of the top women's podcasts by CNA.




SINGAPORE

'I needed to protect her against dark thoughts'

Father of 5, on wife's postnatal depression

Counsellors say more dads are seeking help fo


THE STRAITS TIMES

More fathers in Singapore seeking help for postnatal depression, say counsellors

ers are seeking help for their own mental health after their child's birth. ST PHOTO: KUA CHEE


SUNDAY, MAY 11, 2025 | THE SUNDAY TIMES

SINGAPORE

Mums share past experience with postnatal depression to help peers

New podcast aims to guide those who lack understanding about the condition, which affects 1 in 10 mothers

Christine Tan

Helplines

MENTAL WELL-BEING
- Institute of Mental Health's Mental Health Helpline: 6389 2222 (24 hours)
- Samaritans of Singapore: 1767 (24 hours)/ SHS 1767 (24-hour CareText via WhatsApp)
- Singapore Association for Mental Health: 1800-283-7019
- Silver Ribbon Singapore: 6386-1928
- Tinkle Friend: 1800-274-4788
- Chat, Centre of Excellence for Youth Mental Health: 6493-6500/3
- Women's Helpline (Aware): 1800-777-5555 (weekdays, 10am to 6pm)

COUNSELLING
- TOUCHline (Counselling): 1800-377-2252
- TOUCH Care Line (for seniors, caregivers): 6804-6555
- Care Corner Counselling Centre: 6353-1800
- Counselling and Care Centre: 6536-6366
- We Care Community Services: 385-8687
- Clarity Singapore: 6757-7990

ONLINE RESOURCES
- mindline.sg
- eC2.sg
- tinklefriend.sg
- chat.mentalhealth.sg
- carey.carecorner.org.sg (for those aged 15 to 25)
- limitless.sg/talk (for those aged 12 to 25)




WOMEN

8 best podcasts for women in Singapore: Top picks on career, motherhood, heal and love

THE BIRTH OF A MOTHER BY CLARITY SINGAPORE


THE SUNDAY TIMES

MOTHER'S DAY

Mums who defy the odds | C2&3

Helping mothers get through postnatal depression | A13

When Care Shows Up For Those Living with OCD



Dr Jackki Yim
Principal Clinical Psychologist & Deputy Head of Anxiety Service, Institute for Mental Health (IMH)
President of the OCD Network Singapore

Strengthening the Ecosystem of OCD Care

"My commitment to OCD advocacy grew through my clinical work at the OCD specialised clinic at IMH, where I saw first-hand the significant impact OCD has on individuals and their families. While effective treatments exist, many were unaware of them or faced delays in accessing care. This motivated us to establish the OCD Network Singapore in 2019 to increase awareness and support earlier access to evidence-based care.

Our collaboration with Clarity Singapore began several years ago, rooted in a shared dedication to supporting individuals with OCD and their families in the community. From the outset, the strong alignment in our values and genuine willingness to work together made us feel like one team, united by a single mission to change lives. This partnership has since flourished through co-organised initiatives such as Singapore's first OCD Carnival, peer and caregiver support groups, public awareness activities and specialised ICBT training. The impact is evident through the feedback from our clients and their families, many of whom have shared that they felt truly heard, supported, and hopeful through their interactions with Clarity's team.

Within the broader ecosystem, Clarity plays a vital role for those affected by OCD, particularly in addressing stigma and delays in help-seeking. By collaborating with partners to provide accessible, timely, and evidence-based support, Clarity's community-based approach helps to narrow the treatment gap and strengthen care for those affected by OCD."

> "Within the broader ecosystem, Clarity plays a **vital role** for those affected by OCD, particularly in addressing stigma and delays in help-seeking."

#ClarityforOCD

Clarity Singapore remains at the forefront of OCD support in the community, driven by our growing expertise in the field.

SINGAPORE'S MOST COMMON MENTAL DISORDERS:

1ST	Major Depressive Disorder
2ND	Alcohol Abuse
3RD	**OCD**

Considered the "OCD capital of the world", Singapore's 3% prevalence rate ranks OCD among our top three most common mental disorders. However, the treatment gap remains a hurdle, with an average 11-year delay in seeking help. Since intervention within the first two years is critical for recovery success, we shifted our focus upstream this year to reach at-risk individuals sooner.

To drive this change, we expanded our outreach through both education and early detection. Our Clinical Psychologist, Neo Ai Ting, delivered a guest lecture at NTU to build mental health literacy. We also launched a proactive screening pilot where we screened 584 students and provided free clinical assessments to 14 individuals across six universities. By catching symptoms early and correcting misconceptions, we are breaking the cycle of silent struggle and providing a direct path to evidence-based healing.



Clarity: A Trusted Leader in OCD Support

Strategic Partnerships:
We have built partnerships with the **OCD Clinic at the Institute of Mental Health (IMH).**

Clinical Excellence:
Our therapists are trained to assess for OCD, and provide **Exposure and Response Prevention (ERP)**—the global gold standard for breaking the OCD cycle.

2025 Upstream Impact

Education:
Guest lectures at NTU and SUSS to **build awareness of OCD**.

Detection:
584 students **screened using the validated OCI-4 tool.**

Intervention:
14 students from 6 universities received **free clinical assessments.**

Awareness:
100% of participants **received psychoeducation** to reduce help-seeking delays.

When Care Shows Up For Mental Health Practitioners



Joyce Charley
Senior Counsellor, Clarity

Care in Practice

"I joined Clarity in 2014, re-entering the workforce after 20 years of being home with my kids. I had actually "manifested" this; I wrote in my Bible that I'd find the perfect place to return to work, and it really has been the perfect job. Back then, we were tiny. It was just me, a lead therapist, and four others in a small office.

Growing together in such a small team, Clarity has always been a "safe" place, where we can be vulnerable and say, "I don't know this." That culture is so important because it prevents us from getting jaded. Even as we've grown, we've kept that autonomy and trust. We choose the training that suits our needs and aren't restricted in our intervention modalities. That trust element allows us to be totally present for our clients.

Over these 12 years, we've evolved from generalists into specialists in areas like OCD and trauma. But what's really exciting is how we're now looking outward to uplift other practitioners. Through Clarity for Practitioners, we're sharing our expertise through newsletters, external supervision for Master's students at NUS, NTU, and JCU, and even bringing in overseas experts to train other organizations.

When I first started, Clarity was so unknown. Today, we are at the forefront of mental health in the community. Institutions like IMH and KKH refer clients to us because they've witnessed our growth, both through our clients' progress and how we carry ourselves in case consults. They see that we are confident in taking on more complex cases. It's been a fulfilling journey to see us become so respected in the community for the work we do."

> "Today, we are at the forefront of mental health in the community."

Clarity for Practitioners

We believe that the best way to support our community is to strengthen the ecosystem around it.

While our roots are in direct client care, we have found a deep sense of purpose in extending our clinical team's experience and insights to others in the field.



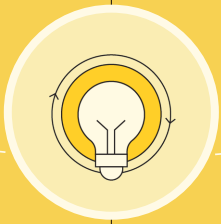
Clinical Supervision

- **Extended supervision services** to external practitioners and students from partner institutions.

Led by our therapists Joyce Charley, Cindy Khong, Rachael Lee, Denise Lim, Neo Ai Ting, Janice Quek, and Tan Ming Chin they bring a wealth of experience, ranging from 3 to 12 years of clinical experience.

3 to 12
Years of Clinical Experience

112
Hours of Supervision Conducted

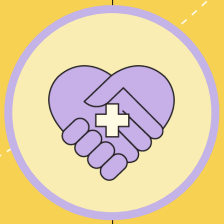


Knowledge-Sharing

- **Launched Newsletter** for Practitioners, reaching 500 subscribers with curated research, therapeutic tools, and self-care spotlights.
- **Built clinical capability across higher education institutions,** delivering lectures on Cognitive Behaviourial Therapy Fundamentals to Master of Guidance and Counselling students at James Cook University, and OCD to campus counsellors at Singapore University of Social Sciences.

NEWSLETTER FOR PRACTITIONERS:

500
Subscribers



Strategic Clinical Partnership

- **Introduced Sensorimotor Psychotherapy** to the Singapore community through a webinar and workshop featuring renowned expert Tracy Jarvis (MSc, UKCP). A first in Singapore, it drew close to 300 webinar participants and 70 workshop attendees.

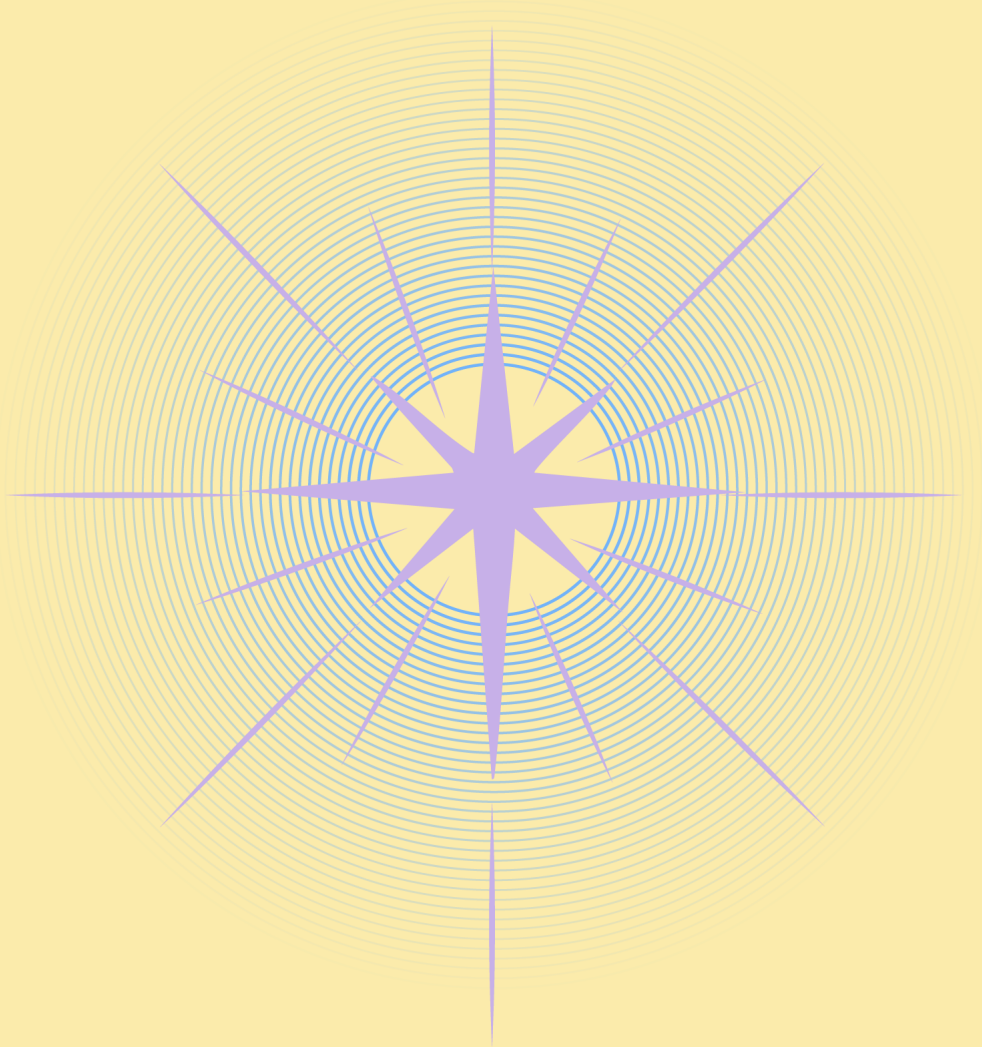
SENSORIMOTOR PSYCHOTHERAPY:

300
Webinar Participants

70
Workshop Attendees

05.

A LIGHT SHARED



Care Becomes Brighter when Shared; It Illuminates the Community

39 Community Impact

41 Clarity's 15th Anniversary

Deepening Community Impact Through Strategic Partnerships

Providing effective mental health care requires a strong, connected network. This year, we continued to deepen our alliances with hospitals, social service agencies, and community leaders.

Strengthening Clinical Networks

We bridged community needs with professional care through robust referral partnerships.

+30% Increase in referrals through enhanced collaboration and trusted relationships with our partner agencies.



Allkin's Family Service Department welcomed us to their office to provide an overview of FAM@ FSC, which supports families with marriage, divorce, and parenting matters.

Forged new national pathways

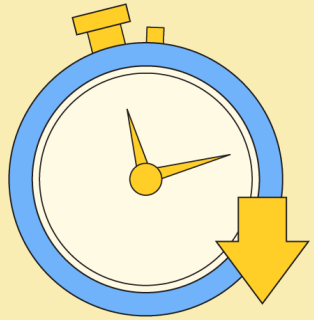
with organisations including Mindline and IMH.



We established a referral partnership with Mindline, Singapore's newly launched national mental health helpline.

Reduced wait times

through these strategic alliances, successfully accelerating access to care.



Advocacy

We elevated the conversation on maternal mental health and partnered with community leaders to bring support to where people live and work.

New Partnership with KindleSpace

Expanded maternal mental health awareness.

kindle
perinatal · yoga · wellness

Grassroots engagement

with Nee Soon MPs Goh Han Yan and Lee Hui Ying led to increased Resident Committee (RC) referrals.



Hosting Nee Soon MP Lee Hui Ying at Clarity's Yishun office.

Engaging the Catholic Community

We nurtured the connection between faith and mental wellness through dedicated outreach.

4 Parish Programmes

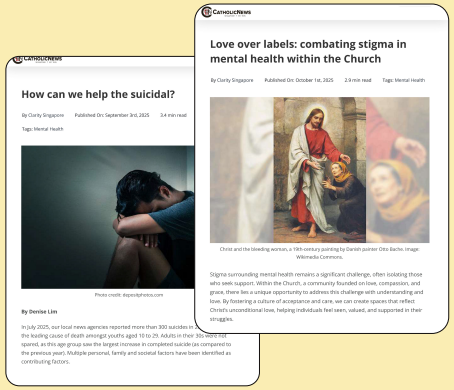
delivered mental health outreach at Church of Saints Peter & Paul, St. Bernadette, St. Theresa, and St. Ignatius.



Outreach at St. Ignatius

7 Catholic News features

penned by Clarity to promote mental health awareness across archdiocese.



1st collaboration with Caritas Singapore and ONE

through "Caring for Mind and Spirit" that spotlighted mental wellness within ministry settings.

Caritas SINGAPORE
God's Love in Action

ONE
Office for the New Evangelisation

Clarity's 15th Anniversary

2025 marked a major milestone in our journey from modest beginnings in shared offices to **serving over 1,500 clients annually** across our Toa Payoh and Yishun centres.











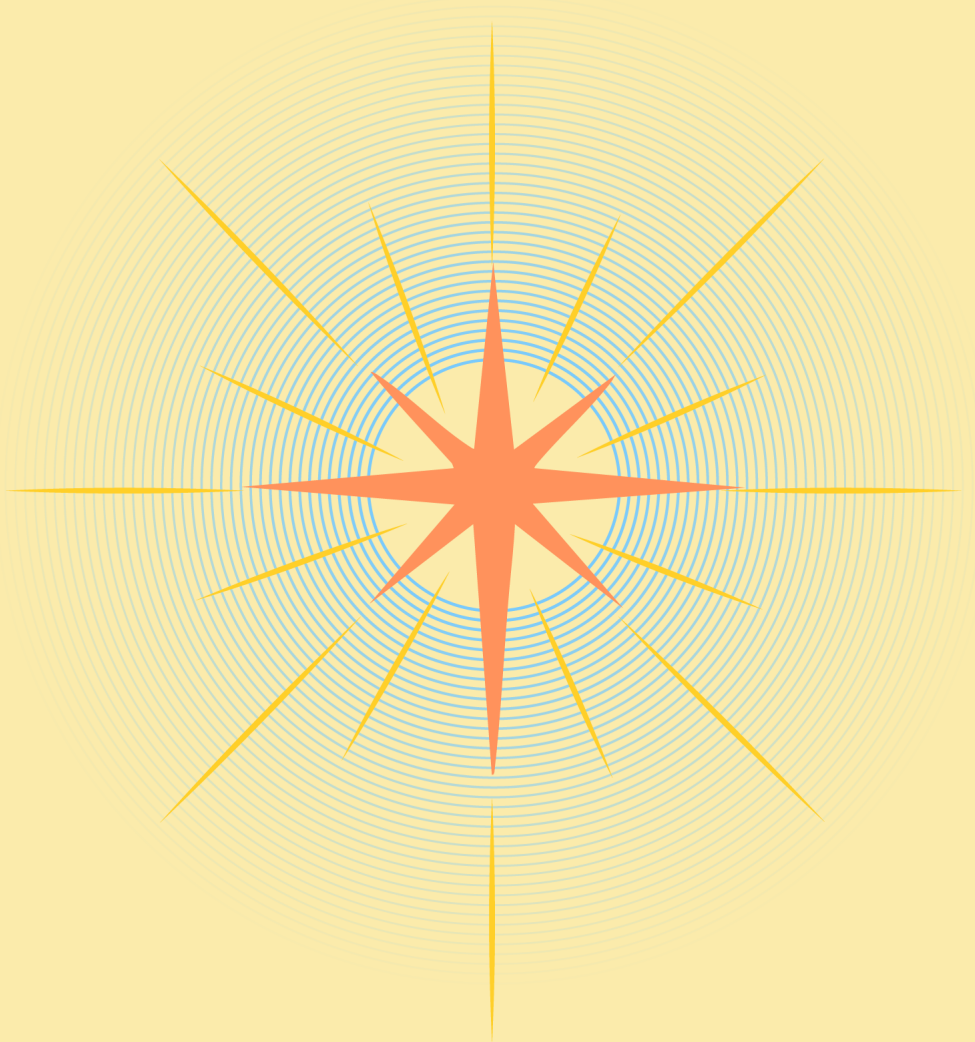
In a first-time collaborative effort with Caritas Singapore and the Office for New Evangelisation (ONE), the morning event on World Mental Health Day brought together member organisations to emphasise the importance of mental health in our shared mission.

The impact of the session was clear following a panel discussion featuring Board Member and Senior Consultant Psychiatrist Dr Theresa Lee; Clarity's Head of Clinical Services, Denise Lim; Fr. Gerard Louis; and Clarity's Spiritual Director, Friar Gerald Tan. Participants reported 24% increase in their understanding of mental health within a ministry setting.

Mass was celebrated by Fr. Gerard, committing our reflections and learnings from the event to prayer. This was followed by Clarity's birthday celebrations which honoured the entire Clarity family, from our dedicated pioneers to the many supporters, large and small who have fuelled our growth over the past 15 years.

06.

CARRYING THE LIGHT FORWARD



Ensuring Care Continues

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Fundraising: Walking Together for Mental Health

Our signature **Walk for Clarity** on 23 August at Gardens by the Bay was more than a 4.5km route. Returning for its second year as part of the larger Walk for Caritas Family event, it served as a collective stride toward breaking mental health stigma.

We hit a milestone of 180 walkers, raising $40,659 on give.asia and an additional $6,200 from corporate donors Roxy Foundation and Veronica Joseph LLC, all while keeping our expense ratio incredibly low at just 5.6%.

This success grew from our new Donor Relationship Initiative, where we focused on building real friendships with our supporters through personal updates and stories. These funds are vital ensuring that no one has to face mental health challenges alone. By deepening these connections, we can continue providing the professional care and hope our community deserves.



The event was graced by Minister Ong Ye Kung.



We are grateful to our corporate donors **Adobe, The Aalamaram Foundation**, and the **Roxy Foundation**, which also generously sponsored the Walkathon's top lucky draw prize: a stay at **Grand Mercure Singapore Roxy**.



CLARITY WALK With Caritas Family

Impact at a Glance

Raising vital funds that support fully subsidised services

Funds Raised

$40,659

on give.asia and an additional $6,200 from corporate donors.

Highest Participation

180 Walkers

(72 individuals and 27 groups) joined us.

Maximising Your Gift:

94.4%

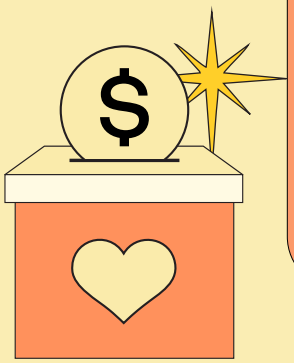
of event funds went directly to supporting our cause.

Top Community Fundraiser



Miao Ting
Clarity's Top Fundraiser for #WalkforClarity 2025

"In honour of my late grandparents, who each lived a meaningful life, I wanted to carry their love for me forward by supporting a cause close to my heart which is Clarity. Their mission to help individuals find hope and live meaningful lives resonates with me"



Our Team, Leading by Example

Our Senior Counsellor Joyce Charley took the **#WalkforClarity** to new heights by hiking 5,633 feet to the summit of Mount Batur in Bali, raising close to $7,700.



ESG: Caring Responsibly, Serving Sustainably

As we look toward a sustainable future, we recognise that our impact is not only measured by the lives we touch. It is reflected in how we operate, govern, and care for the environment around us.

In 2025, we strengthened our commitment to responsible environmental practices, deepened our social impact, and enhanced governance practises in line with national charity standards.





Ground-Up Initiative (GUI) invited Clarity to plant a guava tree to commemorate the opening of their new home in Yishun

E Environmental

Reduced Energy Consumption

ELECTRICITY SAVED:

1,644.00kWh

> one month of electricity usage

Reduced Carbon Footprint

- Transitioned to paperless operations, reducing paper and printing consumption
- Adopted hybrid work arrangements and use of video conferencing and teleconsult, reducing travel for both staff and clients while maintaining access to care

S Social

Provided Inclusive Support

- Served a diverse community with 83% non-Catholics

Expanded Staff Development & Wellbeing

>600hr
hours invested in training and growth

>200hr
external clinical supervision to support evidence-based care

Broadened Community Engagement

- Partnered with Mindset, Mt Alvernia, Mindfull to widen reach and reduce stigma
- Staff volunteered with Ground-Up Initiative to support their environmental mission

G Governance

Enhanced Board Oversight

- Integrated ESG & ERM into Audit Sub-committee under Chair Peter Chan

Strengthened Data Protection & Cybersecurity

100% staff & volunteers completed trainings and assessments on Cybersecurity & Data protection

- Cyber Essentials recertified in 2025

SG CYBER SAFE | CYBER ESSENTIALS Certified

Financial Highlights

Statement of Comprehensive Income For Year Ended 30 September 2025

	2025			2024		
	RESTRICTED FUNDS ($)	UNRESTRICTED FUNDS ($)	TOTAL ($)	RESTRICTED FUNDS ($)	UNRESTRICTED FUNDS ($)	TOTAL ($)
Operating Income	2,846,854	194,557	3,041,411	1,911,663	447,382	2,359,045
Direct Expenditure	(1,862,158)	(7,616)	(1,869,774)	(1,419,976)	16,153	(1,403,823)
	984,696	186,941	1,171,637	491,687	463,535	955,222
Add income						
Other income	–	96,052	96,052	–	119,905	119,905
Less Expenditure	(249,310)					
Administrative expenditure	(1,153)	(29,333)	(278,643)	(276,578)	(178,276)	(454,854)
Finance costs	(250,463)	–	(1,153)	(459)	–	(459)
		(29,333)	(279,796)	(277,037)	(178,276)	(455,313)
Surplus before taxation	734,233	253,660	987,893	214,650	405,164	619,814
Taxation	–	–	–	–	–	–
Surplus after taxation	734,233	253,660	987,893	214,650	405,164	619,814
Other comprehensive income	–	–	–	–	–	–
Total comprehensive income for the year	734,233	253,660	987,893	214,650	405,164	619,814

Corporate Governance

Corporate Information

Clarity Singapore Limited
is a Public Company Limited by Guarantee incorporated under the Companies Act (Cap. 50) on 10 October 2010.
We are a registered charity with IPC status.

Unique Entity Number
201021634E

Company Secretary
Mr Lim Keok Kung Freddy

Banker
DBS Bank Limited
6 Shenton Way
DBS Building Tower One Singapore 068809

Auditor
SB Tan Audit PAC
118 Aljunied Avenue 2 #06-104 Singapore 380118

Yishun Office (Registered Address)
854 Yishun Ring Road #01-3511 Singapore 760854

Toa Payoh Office
7A Lorong 8 Toa Payoh Agape Village #04-01 Singapore 319264

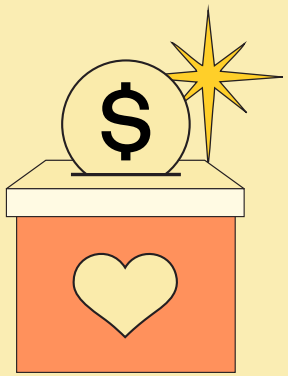
Telephone +65 6757 7990

Our Funding & Future Stability

Clarity's mission is sustained through a combination of government grants, strategic partnerships, and the generosity of the general public.

To ensure long-term stability and the continuity of our services, the Board maintains a reserve policy to protect our core activities against unforeseen circumstances.

These reserves are held at a level equivalent to two years of average operating expenditure, with their adequacy reviewed annually to ensure we remain a resilient resource for the community.



Fund Partners

aic agency for integrated care

Community Intervention Team (COMIT)
Community Silver Trust (CST)

Caritas SINGAPORE
God's Love in Action

NCSS National Council of Social Service

Goldman Sachs Gives

General Public

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance 2023. Submission of GEC is done via the Charity Portal.

SN	Call for Action	Code ID	Did the charity put this principle into action?	Score
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
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
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	2
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	2
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	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Partial Compliance	1
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or desig nated 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	2
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	2
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 reappointment, at least once every three years.	2.5	Yes	2
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 oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment 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	2
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	2
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	2 2
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	2 2 2
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	2 2
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	2
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	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
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	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	1
Principle 4: The charity acts responsibly, fairly and with integrity.				
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	2

Governance Evaluation Checklist (Tier 2)

SN	Call for Action	Code ID	Did the charity put this principle into action?	Score
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	2
23	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.	4.2	Yes	2
24	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).	4.3	Yes	2
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	2
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	2
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		2
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	2
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	2
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	2
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	2
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	2
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	2
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. a. 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	2
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	2
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	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2
				74
				97%

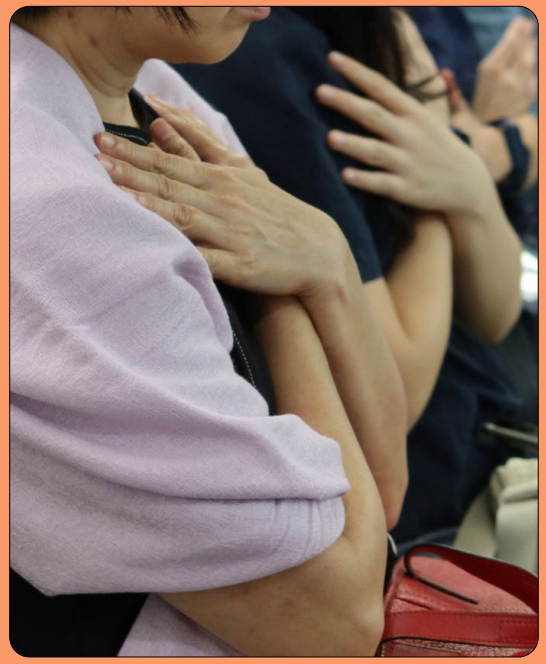
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Partner with Us

Your corporate sponsorship enables us to provide essential therapy and resources for those in need.

Join us to create customised employee wellbeing workshops or collaborate on community and church outreach programmes to build a lasting circle of support.



Gift to Impact Lives

Empower hope and healing through a donation.

Your contribution ensures professional counselling, psychological services, and psychoeducational programmes remain accessible to all.



Advocate for Mental Health

Be a voice for change.

Share our educational resources and programmes with your network or on your social media to help us build a more supportive, informed community.

Contact us: **ask@clarity-singapore.org**

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