

FY2024



Annual Report



1 January 2024 ~ 31 December 2024

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01 About SOSD

1.1 LEGAL STATUS

SOSD is a society registered under the Societies Act 1966. It is also a charity and an institution of public character ("IPC") pursuant to the Charities Act 1994.



UEN Number:	<i>T12SS0058C</i>
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Governing Instrument:	<i>Constitution</i>
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Registered Address:	<i>59 Sungei Tengah Road Blk T #01-42, Singapore (699014)</i>
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Date of Charity Registration:	<i>23 April 2013</i>
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IPC Status:	<i>Extended from 25 July 2024 to 25 July 2027</i>
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Auditors:	<i>Audit Trust PAC</i>
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Bankers:	<i>CIMB Bank Berhad, DBS Bank Ltd, Maybank Singapore Limited, Oversea-Chinese Banking Corporation Limited, United Overseas Bank Limited</i>
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1.2 OUR OBJECTS

Our objects, as set out in our Constitution, are as follows:

- a. To assist in the social integration and humane management of stray dogs and the furtherance of animal welfare in our society.
- b. To promote education or participate in projects purposed to promote education in developing social acceptance and consciousness towards the attributes of kindness, compassion and graciousness for animal life in our society.
- c. To rescue, neuter, rehabilitate and rehome stray dogs, abandoned dogs and dogs in need of a home.
- d. To engage in charitable and welfare work for the purposes of SOSD including to support the work of stray dog feeders in Singapore by providing financial support, veterinary assistance and/or food donation.
- e. To provide comfort and companionship to persons in Singapore who are in need through activities or programmes involving dogs.



1.3 OUR VISION

To be the leading humane organization advocating canine welfare and promoting positive human-canine relations.



1.4 OUR MISSION

- a. As a priority, to provide humane canine welfare through:
 - i. rescue, rehabilitation, rehoming programmes; and
 - ii. Trap-Neuter-Release and Management (TNRM) programmes.

- b. As key long-term objectives, to use education and outreach activities to:
 - i. raise public awareness against cruelty to dogs;
 - ii. improve appreciation of canine companionship
 - iii. promote responsible pet ownership.

- c. To carry out animal assisted activities for the benefit of specific beneficiary groups, as a service to society.

1.5 OUR STRATEGY

In pursuing our mission:

- a. SOSD will use highly focused quality programmes for canine welfare to:
 - i. rescue abused, injured, abandoned, stray dogs with its available resources;
 - ii. rehabilitate rescued dogs;
 - iii. rehome rescued dogs;
 - iv. carry out TNRM programmes;
 - v. treat injured or ill dogs rescued under TNRM.
- b. For its long-term objectives, SOSD will carry out education and outreach activities to:
 - i. inculcate kindness, responsibility and compassion to bring harmony to the human-canine relationship; and
 - ii. promote social acceptance and humane treatment of dogs.
- c. SOSD will also carry out pro bono animal-assisted activities with its available resources for the benefit of persons in need.



1.6 OUR CORE VALUES

SOSD believes in these core values:



02 Message from the President

2024 has been all about adapting to an ever-evolving landscape and renewing the leadership at SOSD. One of the biggest challenges for any charity is finding new volunteers who are willing to take up key positions.

Over the past few years, we have actively sought like-minded volunteers with the relevant skill sets to take up the torch and continue the work and legacy of our founding members. The organisational chart was revised to include new roles such as a Vice President. Over the past year, we have gradually handed over key responsibilities to ensure a smooth transition in leadership. Our

Vice-President, Ms May Ngu has been a long time key volunteer over-seeing amongst others, our re-homing and human resource departments, assisting in many aspects of our operations and most importantly, contributing to many aspects of our strategy formulation.

SOSD has evolved over time, maturing into the organisation it is today. We now have almost 300 volunteers who regularly dedicate their time to our cause. However, as Trap-Neuter-Release-Manage (TNRM) becomes one of our main pillars, we require more full-time staff to support operations. TNRM is a monumental undertaking that demands consistent, dedicated manpower.

Another focus last year was to reverse the declining adoption rates. In 2023, 88 dogs were adopted, compared to 158 in 2020. Several factors contributed to this trend—Singaporeans are travelling more post-COVID, and the dogs we now rescue tend to require longer rehabilitation as they are less familiar with human interaction.



To raise awareness of the plight of stray dogs and the need to find them homes, we produced a series of short films as part of our outreach efforts. Our landmark project, Homebound, is the first film series of its kind to feature Singapore's homeless dogs as the central theme. It involved established producers, directors, and film veterans who generously volunteered their time for a cause they believe in.

In land-scarce Singapore, finding a more suitable shelter space has proven increasingly difficult. However, with a growing need for behaviour rehabilitation, this remains one of our top priorities. Through a multi-pronged approach, we aim to boost adoption rates in the coming year.

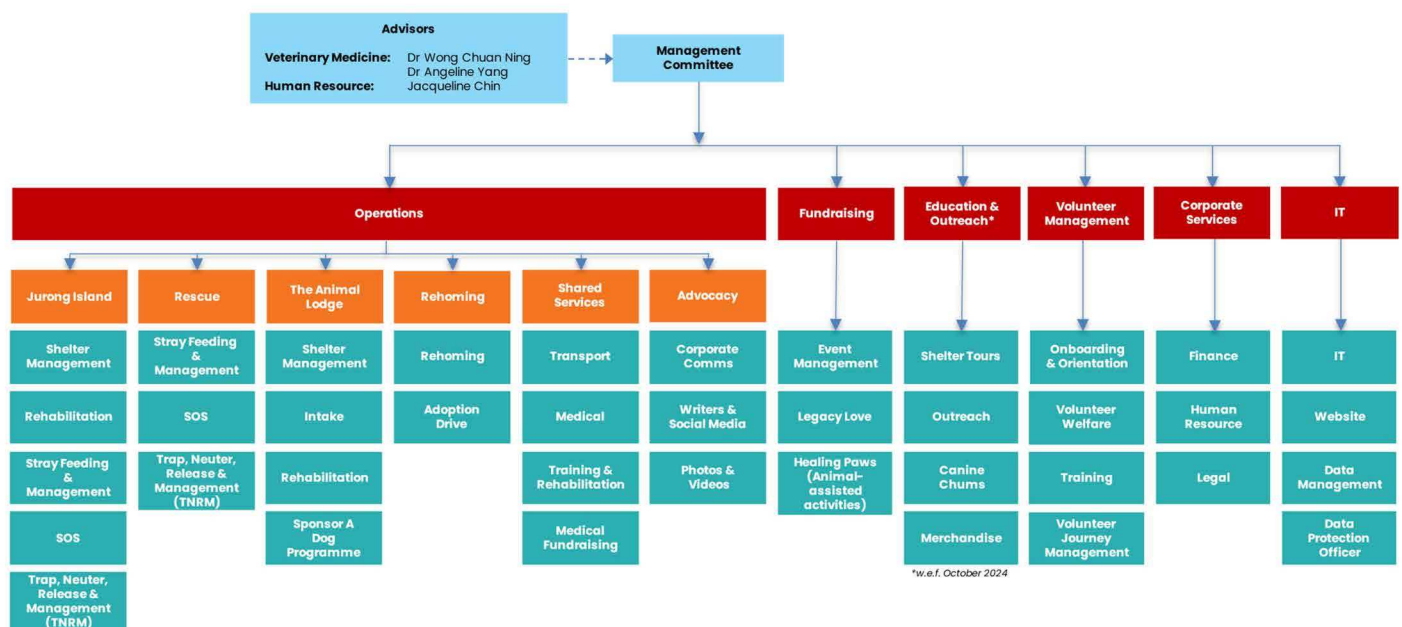
On a final note, this will be the last Annual General Meeting I preside over as SOSD's President. I am proud of how far animal welfare in Singapore has come over the past 13 years, and I am deeply grateful for the support of the public throughout this journey. I am also confident that our incoming President, Ms May Ngu, will lead SOSD to even greater heights with her insights, experience and boundless energy.

*Yours truly,
Dr. Siew Tuck Wah
President
SOSD*

03 Organization Chart, Management Committee, Staff and Volunteers

3.1 SOSD ORGANISATIONAL CHART

The SOSD organization chart as at 31 December 2024 is set out below.



Organizational Chart as of 31 December 2024
Updated: April 2025

3.2 MANAGEMENT COMMITTEE

SOSD is governed by a Management Committee (“MC”), the body responsible for overseeing and managing the charity. For financial year ended 31 December 2024 (“FY 2024”), our Management Committee comprised:

NAME	CURRENT DESIGNATION	DATE OF 1ST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Siew Tuck Wah	President Past MC appointment as other relevant officer: NIL (Occupation: Medical doctor in private practice)	3 April 2012	29 May 2024
May Ngu Chia Sing	Vice-President Head of Rehoming Head of Human Resources	23 November 2023	N.A
Chan Yuen Leng	Secretary Past MC appointment as other relevant officer: NIL (Occupation: Advocate & Solicitor, Singapore)	28 October 2018	29 May 2024
Phang Xin Yi	Treasurer Past MC appointment as other relevant officer: Was Treasurer wef 29 September 2015 to 1 September 2016 (Occupation: Sustainability Director)	1 July 2022	29 May 2024

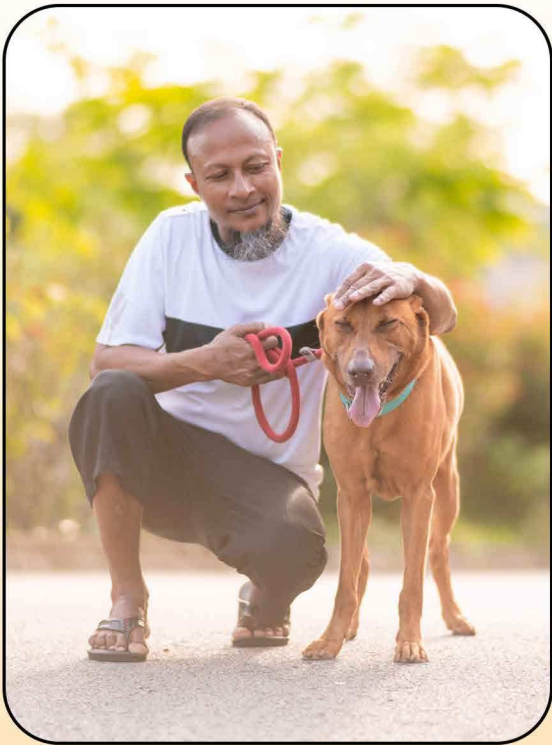
03 Organisation Chart, Management Committee, Staff and Volunteers

NAME	CURRENT DESIGNATION	DATE OF 1ST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Chen Jia Xin	Ordinary MC Member	26 September 2019	18 May 2023
Chia Su-Lin, Lynnette	Ordinary MC Member Head of Outreach	1 August 2020	29 May 2024
Andy Cheng Chen Chiang	Ordinary MC Member Head of Fundraising	16 February 2023	N.A
Malina Adinegara Tjhin (Resigned wef 18 January 2024)	Ordinary MC Member	3 April 2012	18 May 2023

3.3 OUR EMPLOYEES

As at 31 December 2024, SOSD has 15 employees:

- › Head of Operations
- › TAL Shelter Officer
- › TAL Shelter Assistant (Part-Time)
- › TAL Shelter Operations Supervisor
- › TAL Shelter Operations Assistant
- › Trap-Neuter-Release-Manage Manager
- › Jurong Island Project Shelter Manager
- › 3 Jurong Island Project Shelter Officers
- › 2 Jurong Island Project Shelter Operators (Part-time)
- › Rehoming Officer
- › Finance Manager
- › Accounts Assistant (Part-Time)



3.4 OUR OPERATIONAL TEAMS AND THEIR WORK

At the heart of SOSD’s operations are the goodwill and hard work of our volunteers.

While our volunteers form the bulk of SOSD’s sub-committees, our employees occupy key roles in the smooth running of SOSD’s daily operations.

We have about **278 volunteers** in FY 2024.



3.4.1 Team Kennel

The SOSD Rehabilitation Centre (SRC) at The Animal Lodge is managed by four full-time staff and volunteers. They attend to the daily needs of the dogs, maintain cleanliness, and report to the Head of Operations. The Shelter Officer improves care standards, while volunteers engage with dogs for socialization, preparing them for adoption.

All newly rescued dogs undergo quarantine, assessment, and categorization into four groups (Blue, Orange, Green, Black).



After such readiness assessment, dogs are either fostered or put up for adoption, facilitated by collaborative efforts within SOSD.

Pack Walk Team

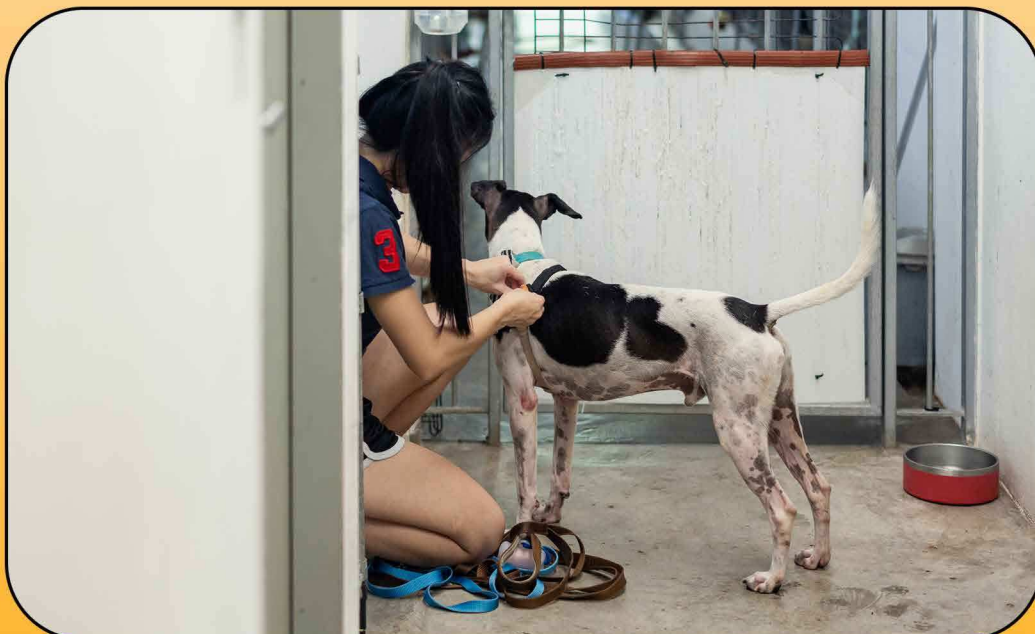
These team exercise, groom, and rehabilitate dogs for rehoming. Volunteers undergo dog handling training and mentoring, with additional sessions by professional trainers to keep skills updated.

Rehabilitation Team

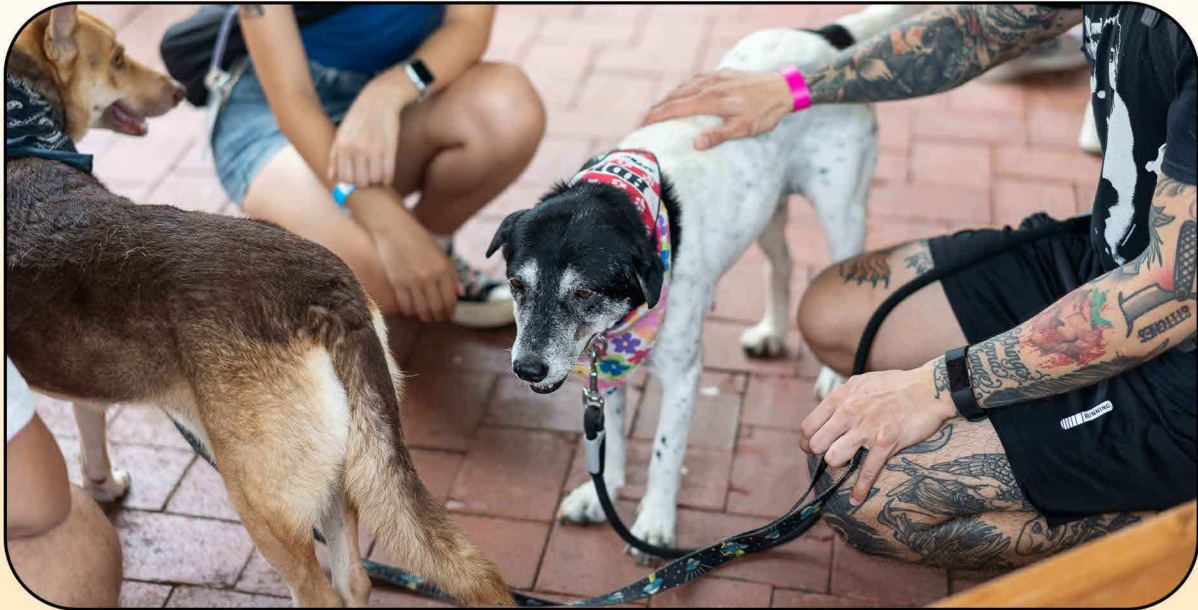
Dedicated volunteers, selected for observational skills, work closely with newly rescued dogs for rehabilitation. Dogs under rehabilitation undergo gentle socialization and training to prepare for adoption. Rehabilitation may take weeks to years, ensuring safety and well-being of both humans and dogs.

Medical Team

Comprising pack walk volunteers, this team ensures the health of dogs during walks and provides essential medical care. They demonstrate exceptional attention to detail, often going beyond their assigned duties to ensure that tasks are completed.



3.4.2 Team Rehoming and Fosterers



Rehomers facilitate the placement of our rescue dogs into homes by engaging with adopters from application to post-adoption support. We uphold a thorough adoption process to ensure suitable matches, aligning with our mission. Post-adoption, we provide ongoing guidance and support to adopters.

Fosterers play a vital role in acclimating rescued dogs to home life, aiding in their adjustment and preparation for adoption. Through fostering, dogs learn household routines and develop harmonious relationships with humans. Foster homes offer personalized care, especially beneficial for older or special needs dogs, enhancing their well-being and recovery. Additionally, fostering opens space in our shelter, enabling us to rescue more dogs from the streets.

In FY2024, we received 496 adoption and fostering enquiries.

We successfully rehomed 88 dogs and found foster homes for 44 dogs.

Adoption Drive Organisers

Rehomers and fosterers also help with our Adoption Drives, which take place approximately once every 1-2 months.

In FY2024, SOSD conducted 10 adoption drives at different locations across Singapore.

3.4.3 Team Jurong Island

The Jurong Island TNRM Project, a collaboration between Jurong Town Corporation and animal welfare groups, has successfully reduced the stray dog population on the island from over 500 to just 50. Through trapping, neutering, and releasing (TNR), along with close monitoring and feeding, they've created a safer environment for both dogs and tenants. The team also cares for around 105 dogs in the Jurong Island shelter, rehabilitating some for adoption and enriching the lives of those who remain. Their efforts extend beyond the island, working with other teams to ensure smooth transitions for relocated dogs.

3.4.4 Team Trap-Neuter-Release-Manage (SG Island-wide)

Team Trap-Neuter-Release-Manage (TNRM) works across Singapore to reduce the stray dog population. They played a key role in advocating for a nationwide TNRM program and continue to collaborate with the government and animal welfare groups. Their efforts include:

- > Trapping, neutering, and releasing stray dogs, prioritizing females for sterilization.
- > Rehoming suitable dogs and providing medical care for others.
- > Educating stakeholders like feeders and the public about TNRM.
- > Investigating the source of stray dogs, like abandoned pets or farm dogs.
- > Reporting data to government agencies to track progress and inform future policy.

The team manages over 140 TNRM sites, from parks to industrial areas, each with unique challenges. Their work is physically demanding and requires strategic planning to achieve high capture rates. They collaborate with vets, shelters, and other rescuers to care for the dogs and find them forever homes whenever possible. Team TNRM believes TNRM is the most humane and effective way to manage the stray dog population in Singapore.

3.4.5 Medical Sub-Committee

The medical sub-committee, comprising of 2 volunteer veterinarians, our President, 2 members of our management committee and our Head of Operations, prioritizes medical expenses based on severity and overall animal welfare needs and prognosis. When complex medical decisions arise, the committee provides valuable insights, aligning with shelter policies and resources, especially with the ageing population of dogs that we are caring for and increasing veterinary costs. The committee ensures effective management of medical resources, quality care for dogs, and financial accountability.

3.4.6 Team Education & Outreach

SOSD advocates for education to foster a better environment for both humans and animals in Singapore. Through various volunteer-driven Education and Outreach (E&O) programs, SOSD aims to promote positive interactions between people and dogs, raise awareness about the challenges faced by strays, and encourage peaceful coexistence.

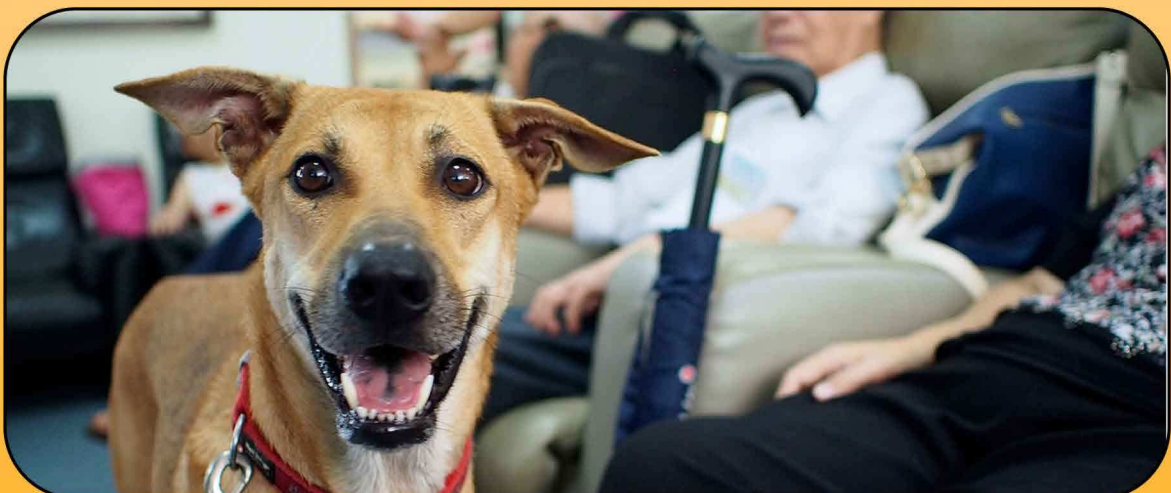
Schools and Education

The E&O team conducts school visits, media interviews and roadshows to spread the message of compassion and harmony. These efforts include online education talks aimed at teaching responsible pet ownership and instilling respect and appreciation for animals among children and youths.



Healing Paws

The Healing Paws team provides Animal Assisted Activities (AAA), wherein volunteers and dogs visit various beneficiaries, including elderly homes, to enhance their quality of life through animal-human interaction.



3.4.7 Team Fundraising

Team Fundraising organizes events to raise financial support for SOSD. Fundraising volunteers also build strong networks and relationships with donors and work with Team Shelter to manage the Sponsor-a-Dog programme.

3.4.8 Team Transport

Team Transport volunteers are the threads that weave together SOSD's logistics capability. These volunteers are behind the success of SOSD's many events. They provide two-way transport for all our dogs that need to visit veterinary clinics, adoption drives, outreach events and cart our equipment to and from all events. Without Team Transport, SOSD's logistics costs would reach unsustainable levels. Money saved on transport is instead used for improving the quality of life for the dogs under our care.

3.4.9 Team IT

Team IT volunteers are the unsung heroes of SOSD, providing the crucial support needed to maintain SOSD's website, IT infrastructure, and ultimately, to sustain SOSD's daily operations. More importantly, the team proposes, advises and/or implements working technology solutions and over-sees of our digitalization project.

3.4.10 Team Photography

Team Photography comprises a dedicated group of volunteers who work tirelessly to showcase our dogs in their best light, thereby increasing their chances of finding loving homes. Despite being a lean team, they not only capture the essence of our dogs, but also document major events that are significant to SOSD.

3.4.11 Team Social Media

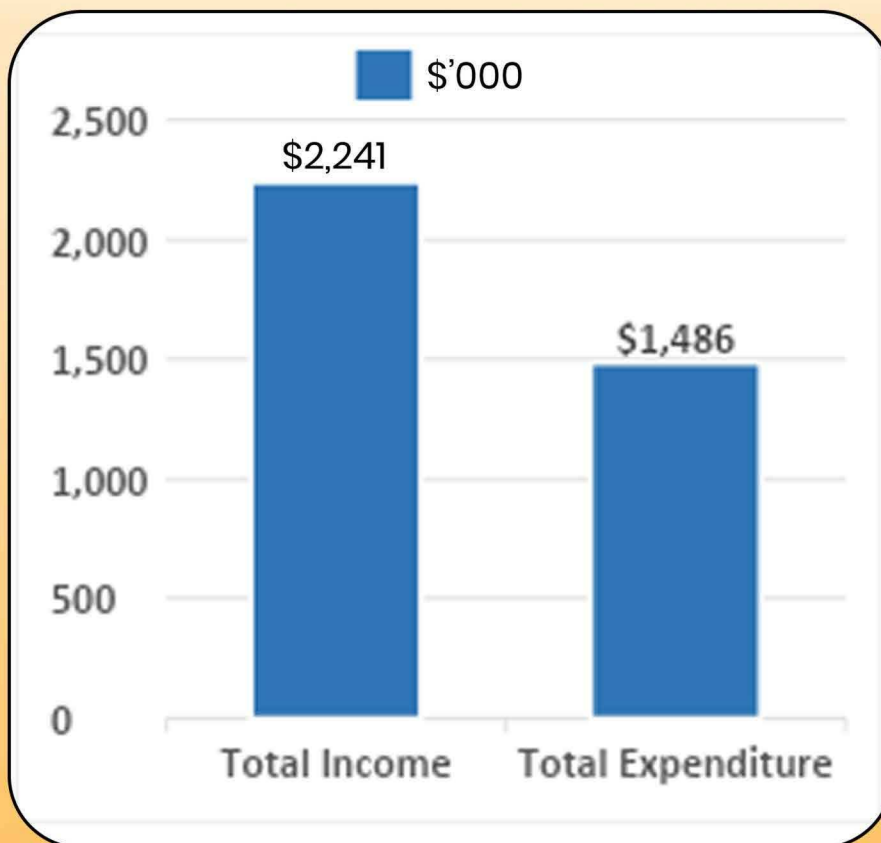
Team Social Media is responsible for crafting and curating engaging social media posts about SOSD. As a non-profit organization that relies heavily on public support, SOSD's success is closely tied to the efforts of Team Social Media. They play a crucial role in sharing our stories, from heart-warming to heart-wrenching, and in highlighting our struggles and triumphs. Additionally, online platforms are invaluable in helping our rescue dogs find their forever homes, and are also an effective tool for rallying donations, as well as public support around animal welfare issues.

3.4.12 Volunteer Management Team

The volunteer management team aims to cultivate a cohesive and motivated volunteer group, fostering a desire for learning and personal growth. Volunteers embrace SOSD's core values, understanding the emotional aspect of animal welfare, and work together despite differences to serve the charity's mission. The team motivates volunteers to dedicate their energy to achieving humane animal welfare.

04 Review of FY2024 Financial Statements and Explanation of Major Financial Transactions

4.1 SUMMARY OF CONSOLIDATED FINANCIAL PERFORMANCE



In FY2024, SOSD's total income was primarily driven by strong public support.



Cash Donations

Cash donations accounted for approximately 74% of S OSD's total income, totaling \$1,662,000 – an increase of \$120,000 compared to FY2023. This growth was largely due to our increased presence on social media platforms, which helped raise public awareness and encouraged greater support for our programmes.

Government Grants

Government grants increased by \$44,000 to \$350,000, mainly due to the higher donations from FY2023 campaigns such as the S OSD Medical Fundraiser Campaign, Jurong Island Trap-Neuter-Release Manage Programme, S OSD Rehabilitation Centre and Short Stories. These campaigns qualified for matching grants which S OSD received in FY2024.

Interest and Sponsorship Income

Interest income increased by \$28,000 to \$87,000, as more funds were placed in fixed deposits during the year. Sponsorship income also increased by \$5,000 to \$8,000, thanks to the support of our sponsors for Flag Day and calendar sales.

Merchandise Sales and Insurance Payout

Merchandise sales increased by \$4,000 compared to FY2023, due to higher sales of our calendars. We also received a \$6,000 insurance payout for Blackie, a dog from Ubin that was tragically run over by a van.

TNRM Funding

Income from National Parks Board for TNRM decreased by \$75,000 to \$32,000, as there were no outstanding claims from prior years, unlike in FY2023.

Donation-in-Kind

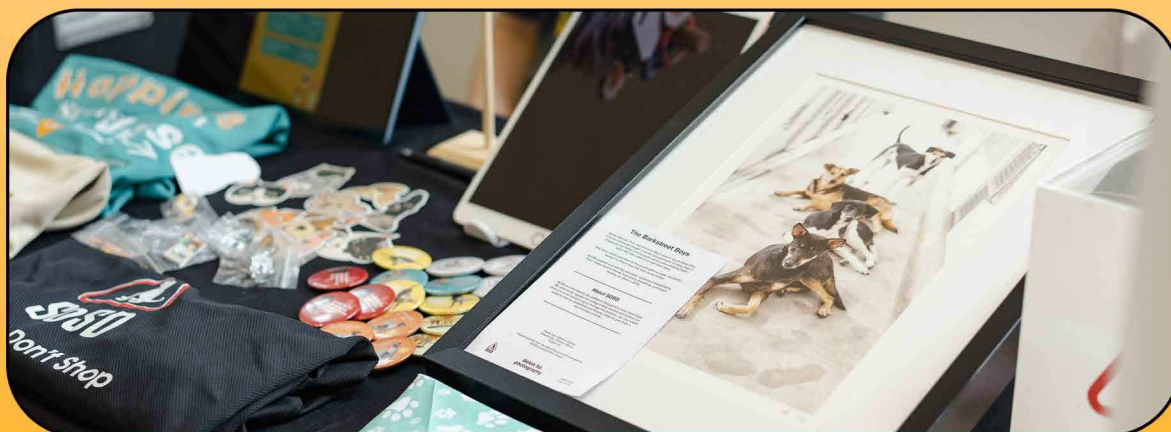
Donation-in-kind decreased by \$65,000 to \$47,000. We remain deeply grateful to our donors for their continued support, including donations of dog food and other essentials. Expenditure on donated food also decreased, as our policy is to write off donations-in-kind once they are consumed or donated to stray feeders.

Operating Expenditures

Cost of Generating Funds: Decreased by \$48,000 to \$33,000, as we did not hold any charity dinner (as compared to FY2023).

Cost of Charitable Activities: Increased by \$64,000 to \$1,292,000, mainly due to the expenses we incurred for outreach videos to raise public awareness and the reduced write-offs of donated items. In addition, veterinary expenses decreased by \$31,000 to \$233,000 as compared to the previous financial year (FY2023 saw unusually high veterinary expenses due to the treatment of several seriously ill dogs such as Bongo, Bella, Mizaru and Nikka).

Governance and Administrative Costs: Increased by \$40,000 to \$161,000, mainly due to internal audit costs and higher staff insurance premiums.



4.2 MAJOR FINANCIAL TRANSACTIONS

In FY2024, SOSD undertook financial initiatives to broaden outreach efforts and improve governance:

Outreach via Short Films

A sum of \$155,700 was spent in the production of “Homebound” — a collection of 5 heartfelt short films produced by Daniel Yun that shine a light on the lives of street dogs in SOSD. Each story captures their resilience, bonds, and the journey to finding love and belonging. Through this initiative, we aimed to reach out and increase public support for SOSD’s mission. This contributed to the increase in the cost of charitable activities.

Internal Audit and Comprehensive Staff Insurance

A total of \$28,000 was spent on an internal audit to further enhance financial and operational governance. In addition, insurance premiums for staff increased by \$9,000, bringing the total to \$27,000, reflecting our dedication to maintaining comprehensive staff coverage. Together, these expenditures led to an increase in governance and administrative costs.



4.3 PRINCIPAL SOURCES OF FUNDS

SOSD’s principal sources of funds remain public donations and government grants, which are crucial for sustaining our operations.

In addition to financial support, we are fortunate to rely on the invaluable contributions of our dedicated volunteers, whose time, skills, and passion play a critical role in all areas of our work.

05 Operational Highlights for FY2024

5.1 ADOPTION TRENDS

Despite continuing effort, adoption numbers have continued to decline. This trend highlights the changing landscape of animal welfare, with fewer dogs being adopted and fewer rescue cases surfacing. While this could indicate some success in managing stray populations, it also underscores the challenges of rehoming long-stay shelter dogs, particularly older or special-needs dogs.



5.2 TNR SITE & POPULATION MANAGEMENT

With some success in the TNRM programme, the number of stray dogs needing to be rescued has reduced greatly. Our focus has shifted to managing existing TNR sites more effectively. SOSD has worked closely with government agencies to monitor and regulate loosely owned dog population, ensuring that community dogs receive proper care while reducing potential conflicts with the public. This includes ongoing sterilization programs, tracking dog movement, and engaging feeders and caregivers in responsible management practices.

5.3 ADVOCACY & POLICY WORK

SOSD actively contributed to NParks' focus group discussions on improving animal welfare policies in Singapore. These discussions played a critical role in shaping regulations and best practices, covering areas such as:

- › Establishing Dog Training Standards to ensure ethical and effective training methods.
- › Developing Guidelines for Animal Shelters to improve living conditions for rescued dogs.
- › Addressing concerns about Dogs in Industrial and Religious Premises, promoting responsible ownership.
- › Evaluating the Dog Breeding Industry to advocate for stricter welfare regulations and ethical breeding practices.

5.4 BRANDING AND MARKETING

To maintain professionalism and consistency in public messaging, a brand guide was developed. This guide standardizes SOSD's visual identity, tone, and messaging across social media, print materials, and outreach programs, ensuring a more cohesive and recognizable presence in the community.



5.5 SHELTER RELOCATION EFFORT

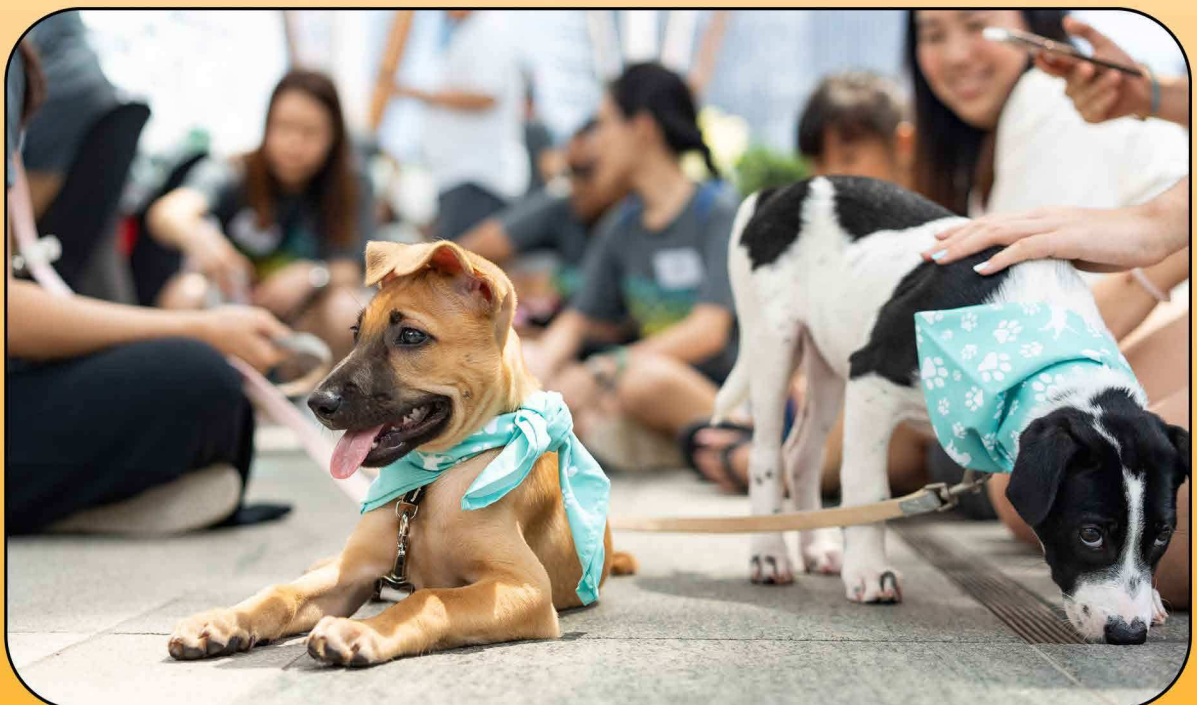
Throughout FY2024, we have, in collaboration with an architects' firm, worked on a proposal to relocate to a new shelter that would provide a better environment for our dogs. However, due to various regulatory and financial challenges, we have not been able to put forth a feasible re-location plan. We remain committed to exploring future opportunities for a more suitable shelter space and at the same time, in finding ways to improve the living conditions for our dogs in The Animal Lodge and Jurong Island.

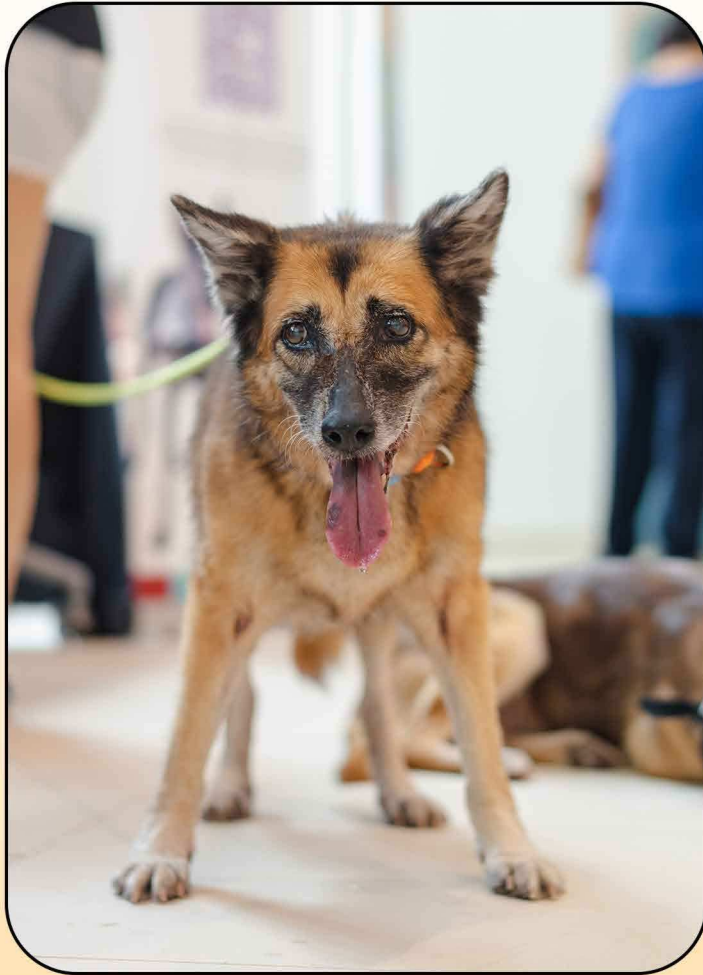
5.6 STAFF & VOLUNTEER DEVELOPMENT

Continuous learning remains a priority, with various upskilling opportunities provided to both staff and volunteers. Training workshops, educational talks, and hands-on experience in dog behaviour, rehabilitation, online sharing of information and welfare advocacy helped strengthen our staff and volunteers' capabilities, ensuring that every dog receives the best possible care.

5.7 MANPOWER GROWTH

To enhance the well-being of the shelter dogs in both shelters in The Animal Lodge and Jurong Island, we expanded our team by increasing both staff and volunteer numbers. With more hands on deck, dogs now receive more one-on-one enrichment activities, socialization, and exercise, improving their overall quality of life and adoption readiness.





5.8 FOSTERING OF SENIOR DOGS

Recognizing the challenges of rehoming older dogs, we placed greater emphasis on fostering programmes. More fosterers were recruited to provide loving, home-based care for senior shelter dogs. This initiative ensures that even if these dogs are not adopted, they can still enjoy a comfortable and nurturing home environment rather than spending their later years in a shelter.

5.9 CREATIVE OUTREACH

To raise awareness about rescue dogs and their stories, SOSD collaborated with veteran filmmaker Daniel Yun to produce HomeBound, a series of short films on the lives of SOSD rescued dogs. This initiative aims to reach a wider audience, shift perceptions about rescue dogs, and inspire more people to adopt, foster, or support our cause.



FY2024 ACHIEVEMENTS IN A SNAPSHOT

IN FY2024, SOSD...

SOSD **raised funds** through its various programmes and events, including:

Sponsor-a-Dog Programme:
\$243,000 was raised

Flag Day 2024: \$13,000 was raised, after deducting all related expenses.

rehomed:
88 dogs, **41** of which were rehomed under Project ADORE

supported:
45 roaming stray dogs in Jurong Island through our stray feeding programme

conducted:
10 adoption drives

recruited:
56 new volunteers under the various departments

trapped, neutered or rescued:

150 dogs and puppies island-wide (including Jurong Island).

Of these, **10** were puppies. **9** puppies were taken by SOSD for rehoming, **1** was taken by other rescuers for rehoming.

Out of the **140** adult dogs, **54** were taken in by SOSD, **40** were taken in by third party rescuers for rehoming, **5** were released after sterilization to sites with reliable stray feeders, while others were returned to owners, found dead or passed away due to illness before being rehomed.

sheltered:
an average of **55** dogs at SRC at any one time

107 dogs at the Jurong Island shelter

about **44** dogs in foster homes before their adoption (on average, about **35** dogs were with fosterers at any one time)

Team Education & Outreach:

restarted shelter tours at SRC in December 2025 after a long hiatus due to COVID to spread the message of kindness to animals, responsible pet ownership and SOSD's work;

conducted about **50** visits to 5 Healing Paws' beneficiary organisations, providing Animal-Assisted Activities ("AAA") to residents and patients in these organisations.

06 Looking Ahead

Challenges and Strategic Responses

6.1 ADAPTING OUR FUNDRAISING MODEL FOR A CHANGING WORLD

The post-COVID shift in physical interactions and work patterns has significantly impacted traditional fundraising models. Events such as Charity Dinners and Flag Days, once reliable pillars of support, are now drawing notably fewer donations compared to their peak years. At the same time, these events continue to incur substantial costs and demand considerable time and resources from our staff and volunteers. This evolving landscape presents a pressing challenge: we must reassess and adapt our fundraising strategies to remain sustainable and effective.

Moving forward, we recognize the need to diversify and modernize our approach. We will explore and implement more efficient, targeted fundraising avenues that resonate with today's donor demographics and habits. Strategic initiatives under consideration include Charity Auctions, Peer-to-Peer Fundraising, Corporate Sponsorships, Crowdfunding for specific causes, and Sponsored Challenges.

Embracing digital platforms and leveraging technology will be key to reaching broader audiences, enhancing donor engagement, and ensuring a more resilient and scalable fundraising model.

On the financial front, excluding the expenses incurred to produce our Homebound short films, we successfully maintained relatively flat operating costs this year. This was largely attributed to employee vacancies and the careful management of veterinary expenses. However, the nature of our work means that the need for urgent, significant funding to assist animals in crisis can arise unpredictably. Strengthening and future-proofing our fundraising capabilities is critical to ensuring we can continue delivering our mission effectively, regardless of external challenges.

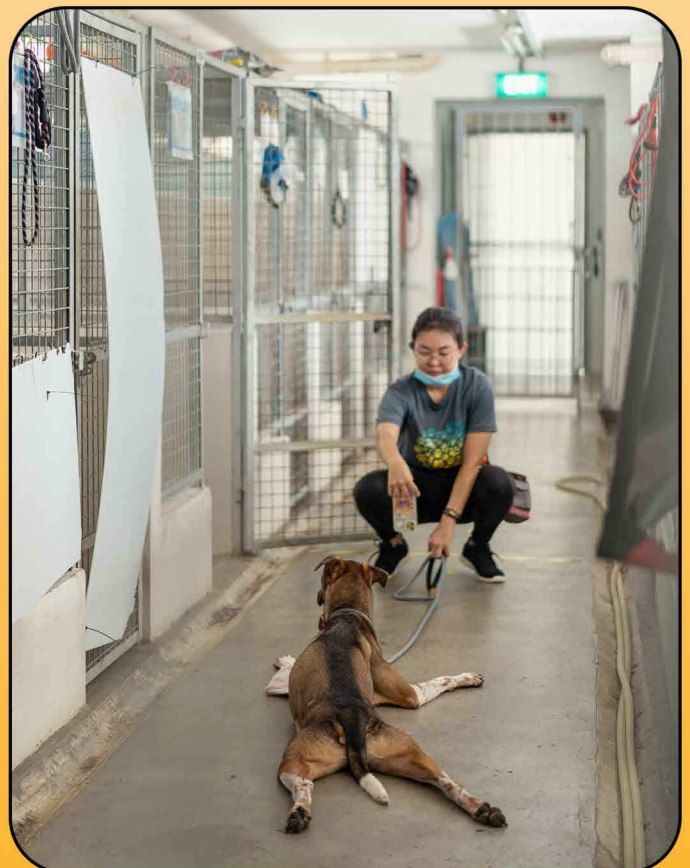


6.2 NAVIGATING ENVIRONMENTAL CHALLENGES AT THE ANIMAL LODGE

Since relocating to The Animal Lodge (TAL) in 2018, our shelter has faced significant environmental challenges. The high density of animal residents at TAL creates unrelenting stress for our rescue dogs, compounding existing trauma and lengthening rehabilitation times. In turn, this reduces their chances of successful rehoming.

Over the past five years, we have worked tirelessly to improve conditions within the shelter, including enrichment activities and improved handling protocols. However, there are limitations inherent in the environment that cannot be fully resolved. Recognizing this, SOSD's Management Committee has been exploring the possibility of securing new premises that would offer a more conducive environment for rehabilitation and rehoming. Due to current regulatory and landuse restrictions, we have not been successful in finding suitable premises.

While we continue this search, we remain committed to enhancing the quality of life for our dogs at TAL through regular interaction, stress-reduction initiatives, and the development of comprehensive handling resources for volunteers.



6.3 ENHANCING REHOMING EFFORTS AND ADOPTION SUCCESS



Rehoming continues to be one of SOSD's most enduring challenges. With an increased proportion of rescued dogs displaying fearful and feral behaviours, finding suitable adopters has become more complex. Despite significant investments in behaviour rehabilitation and foster care programs, there remains a shortage of adopters equipped to meet the needs of dogs requiring additional support. In 2024 alone, 12 dogs were returned after adoption, underscoring the challenges that come with integrating a rescue dog into a home environment. Encouragingly, six of these dogs were successfully rehomed a second time, a testament to the resilience of our dogs and the commitment of our volunteers.

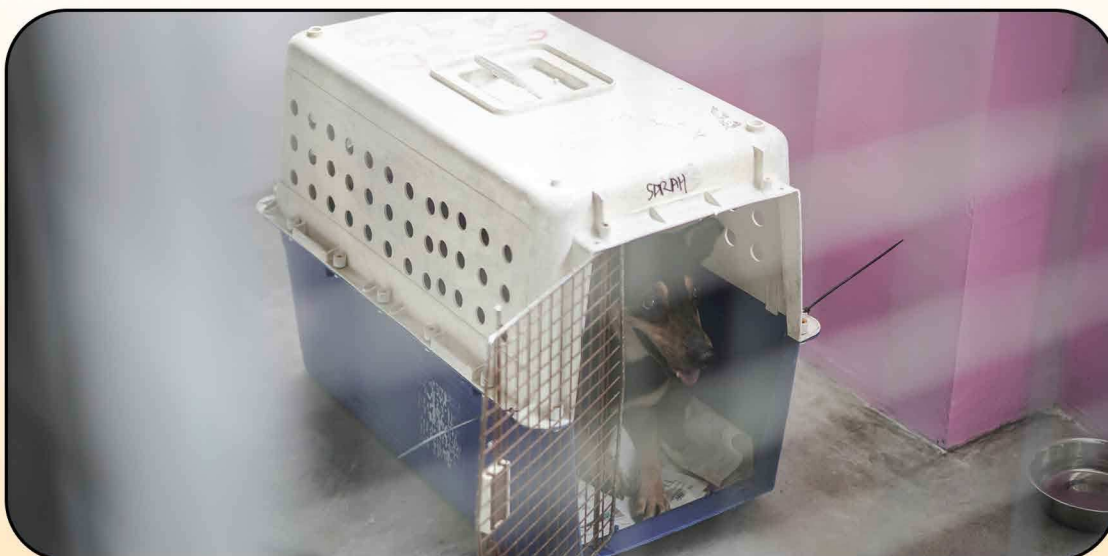
Over the course of the year, SOSD rehomed a total of 88 dogs, including 41 under Project ADORE, of which 15 were External ADORE cases. Our foster network also played a critical role, with 44 dogs going home with fosterers in 2024. In support of these efforts, we organized 10 adoption drives and handled 496 adoption and fostering enquiries. A dedicated group of 39 active Rehomers — including seven newly recruited in 2024 — worked tirelessly to match our rescue dogs with potential adopters, highlighting the depth of volunteer commitment to giving our dogs a second chance at a forever home.

Recognizing the vital contribution of our Rehomers and Fosterers, SOSD organized two dedicated gatherings

during the year. One session included a leash handling training workshop conducted by a professional, accredited trainer, aimed at equipping volunteers with essential techniques to improve dog handling and better guide adopters and fosterers through the transition process. In addition, we continued our weekly Pre-Adoption and Pre-Fostering Briefings on an alternating basis, with supplementary sessions following adoption drives to accommodate increased public interest.

To further support successful adoptions, SOSD introduced an Essential Kit for all potential adopters and fosterers starting from 1 September 2024. Each kit includes a martingale collar, leash, location tracker, and tracker collar, ensuring that every dog is equipped with safe, appropriate tools from the outset. We also revised our adoption fee structure to \$150 for the homestay phase and \$250 upon final adoption, helping to streamline the process while emphasizing the long-term commitment involved in dog ownership.

Despite the obstacles, SOSD remains committed to refining our adoption processes and strengthening our foster network. By investing in volunteer training, adopter preparation, and public engagement, ***we aim to give every dog under our care the best possible chance at finding — and staying in — a loving home.***



6.4 STRENGTHENING TNRM EFFORTS AMID SYSTEMIC CHALLENGES

Since its inception in 2018, the Trap-Neuter-Release-Manage (TNRM) Programme has made significant strides in humane stray dog population management across Singapore. As of 2024, nearly 80% of free-roaming dogs have been sterilized, and over 65% of the 4,000 dogs under the program have been rehomed, fostered, or sheltered. Public feedback on stray dogs has dropped by 70%, affirming the programme's positive impact. The government's decision to extend TNRM until March 2026 reflects growing support for this compassionate approach.

In 2024, Team TNRM managed 214 sites—up from 146 the previous year—including 32 active TNRM sites, 13 ad hoc support sites, and 169 one-off rescue locations. SOSD alone trapped 150 dogs this year, neutered 39, and successfully rehomed 63 dogs (including puppies), with other AWGs rehoming an additional 48. However, the dangers of street life remain stark, with 31 dogs found deceased.

Despite these achievements, the programme faces mounting challenges. The lack of skilled manpower—Team TNRM is led by a single staff member—combined with high operating costs and ongoing dog management needs, continues to stretch limited resources. Irresponsible ownership and uncontrolled breeding, especially in areas like Pulau Ubin, compound the problem. SOSD has successfully rehomed all Ubin strays and continues to work with NParks to enforce sterilization of female dogs.

Education and collaboration remain central to our mission. Team TNRM partners with AVS, NParks, and other AWGs to educate the public, support feeders, and engage communities. Outreach to schools and local events fosters greater acceptance of free-roaming dogs and responsible ownership.

As we continue this vital work, we remain committed to refining the TNRM model and creating a more compassionate, sustainable future for street dogs in Singapore.

07 Governance

7.1 MANAGEMENT COMMITTEE

Under SOSD's constitution, the management and administration of the charity is entrusted to the Management Committee ("MC"). The MC provides strategic direction and oversight of SOSD's programmes and objectives.

As part of its role, the MC, *inter alia*:

- › approves SOSD's annual budget and monitor expenditure against budget;
- › periodically reviews organization's charitable purposes, and external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid;
- › ensure that the charity's values are reflected in all of its work, and culture of the organization underpin the delivery of all activities;
- › monitors the progress of its programmes; and collectively exercises powers of delegation to committees, staff or volunteers.

7.2 TERM LIMITS

Under the SOSD Constitution, each MC member has a term limit of two years and may be re-elected at a general meeting. The Treasurer may serve up to two terms, totalling a maximum of 4 years, and may not seek re-election until a lapse of at least two years.

Our Ordinary MC Member Malina Adinegara Tjhin has served more than 10 years in the MC and has stepped down with effect from 18 January 2024.

Our President, Dr Siew Tuck Wah has also served more than 10 years and will step down after our annual general meeting in May 2025. As part of our succession plan, the MC has nominated May Ngu, a long-term volunteer and our Vice-President to be appointed as President at the said annual general meeting.

7.3 DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY MC MEMBERS

No MC member was paid any remuneration for their services as MC member in FY 2024.

7.4 DISCLOSURE OF REMUNERATION OF STAFF

None of the staff of SOSD receives an annual remuneration of \$100,000 or more.

SOSD has no paid staff who are close members of the family of any MC member.

7.5 CONFLICT OF INTERESTS POLICY

SOSD requires all MC members and key employees to submit an annual conflict of interest declaration in the form provided by SOSD at the end of each financial year.

MC members and key employees are also required to declare, as soon as they are aware, that they have any conflict of interest or potential conflict of interest in relation to any transaction or matter involving SOSD.

MC members are not allowed to vote on any matters in which they have a conflict of interest. They are also not allowed to participate in any discussion on matters in which they are personally interested. An MC member is required to recuse himself or herself from any meeting where such discussion takes place. The reason for how a final decision is made on the matter is also required to be recorded in the minutes of meeting.

7.6 MC MEETINGS AND ATTENDANCE

A total of 16 MC meetings and one general meeting were held in FY 2024. The following sets out each MC member's attendance at MC meetings:

NAME OF MC MEMBER	NO. OF MEETINGS ATTENDED
Siew Tuck Wah	9/16
May Ngu Chia Sing	15/16
Phang Xin Yi	12/16
Chan Yuen Leng	16/16
Malina Adinegara Tjhin (Resigned wef 18 Jan 2024)	1/1
Chen JiaXin	11/16
Chia Su-Lin, Lynnette	12/16
Cheng Chen Chiang Andy	13/16

7.7 RESERVES POLICY

SOSD aims to maintain its reserves at a level which is at least equivalent to six months' worth of operating expenditure.

The reserves are to be invested in fixed deposits in established banks in Singapore as well as other low risk funds.

The MC conducts regular reviews on the amount of reserves that are required to ensure that they are adequate.

The reserves shall not be used except with the approval of the MC.

SOSD's Reserves Position:

	<i>As at 31 December 2024 (\$'000)</i>	<i>As at 31 December 2023 (\$'000)</i>
A. Total Unrestricted Funds	4,777	4,023
A. Total Annual Operating Expenditure	1,486	1,430
Ratio of Reserves [Formula of Reserve ratio = (A) Total Funds / (B) Total Annual operating expenditure]	3.21	2.81

7.8 WHISTLE-BLOWING POLICY

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

7.9 GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist is set out in the Appendix of this report.

For and on behalf of the Management Committee

Dr. Siew Tuck Wah
President
21 May 2025

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only.

Submission of GEC is done via the Charity Portal.

Instructions: Please select your response for each item. Input the explanation if the section is "No" or "Partial Compliance".

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	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	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		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
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
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
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	No	This will be considered by the MC in FY 2025.	0
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2

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	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		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	Yes		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

Total Score **74**

Percentage **97%**

= (Total Score/Full Marks of 76) x 100%