



SING'THEATRE ANNUAL REPORT

2023

We are committed to bringing
music and theatre to everyone.

SING'THEATRE

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About Us

Mission

Performing for a better society

By producing musicals, revues and shows that open social dialogues in the Singaporean community and promote multicultural interaction

By making music and theatre accessible especially in hospitals, reaching out in particular to the most isolated and underprivileged patients

By empowering youth and the community as a whole by sharing our passion for performing and providing top-level musical theatre training

Vision

Our vision is to be a creative platform that uses music and theatre to create an inspiring future

OUR THREE PILLARS

1 Production

We use the musical theatre genre and music to produce shows that bring social conversations and personal struggles to the stage.



2 Community Outreach

Sing'theatre is committed to bringing music to everyone through its outreach programmes in hospitals.



3 Academy

We provide an opportunity to theatre enthusiasts from all walks of life to learn from and practice with professionals through our classes.



COMPANY INFORMATION

Sing'theatre was incorporated under the COMPANIES ACT (CHAPTER 50) as a COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL on **10 October 2006**

Sing'theatre has a Memorandum and Articles of Association as its governing instrument.

Sing'theatre was registered as a Charity Under the Charities Act on **9 February 2007**

It was approved as an Institution of Public Character (IPC) on **9 May 2014** (last renewal approved for 2.5 years effective 1 September 2022)

UEN No.

200615018Z

Registered Address

21 Tan Quee Lan Street,
02-10 Heritage Place,
Singapore 188108

Company Secretaries

First Island Fiduciary Services
Pte Ltd

Bankers

DBS Bank Ltd.

Auditors

Helmi Talib LLP

Members

Nathalie Durot Ribette
Ariane Patricia Laure Couvegnes Nabarro
Herve Ribette Camille Jean

Message

from the Chair



What an extraordinary year!

From thrilling performances to a dynamic academy and over a decade of impactful community outreach, we've just wrapped up another spectacular season!

Let's reflect on some of the standout moments from the past 12+ months:

- April 2023: We kicked off the season with ***I love you, you're perfect now change***, an incredible and seductive performance that mesmerized audiences. It was one of our most charming productions to date, selling out quickly and prompting an extended run due to popular demand.
- October 2023: ***Cabaret***, probably the most ambitious and successful show of Sing'theatre, ever... and what a blast it made in the hearts and minds of our community! It was a true celebration of everything that intends to make our theatre scene so vibrant, reaffirming our commitment to bringing top-quality productions back to the stage.
- December 2023: Our Singathon celebrated homegrown talent with a dazzling array of made-in-Singapore performances, by singers from all walks of life, age and style. This 12-hour fund-raising and community engagement showcased both amateurs and professionals in a vibrant and moving tour de force...raising 17% more than the 2022' edition from almost 500 donors (an 84% increase!).

As always, we owe our success to the unwavering support of our Friends, sponsors, and audience. Your enthusiasm and generosity make everything we do possible.

A special thanks to the Sing'theatre dream team, led by our passionate and relentless Nathalie, along with the immensely talented TJ, Syah, Alice, and the rest of the crew. Your energy and dedication are truly contagious and inspire us all.

To the Sing'theatre family and our incredible supporters, we love you, you're perfect, don't change!

Sincerely,
Stephan Repkow

Message

from the Executive Director



2023 has been a year of big challenges and immense pride!

We presented two musicals, most notably the mega-musical **CABARET!** This was a strategic decision to elevate the company's profile.

As a company that positions itself as a musical theatre specialist, it was crucial for us to present, for the first time, a top-quality, full Broadway-style musical. Until now, Sing'theatre had specialised in smaller musical revues and Off-Broadway type shows.

CABARET has surpassed our hopes. It has been incredibly well received by reviewers and the general audience, with many saying it was the "Best show watched in Singapore in 10 years" and "No need to go to Broadway anymore." Sing'theatre has made the industry proud of its local talents.

We are also very proud to have partnered with Mapletree Investments for the first time to create a brand-new musical for family, "**Once Upon a Like**," which was performed at VivoCity's 1,000-seat amphitheatre in November.

Our community outreach programs provided an average of more than one hour of live music per day to underserved communities. We impacted around 3,500 patients in public hospitals and around 8,000 people from the public. We presented 22 lobby concerts for patients at the main public hospitals, 115 concerts at patients' bedsides, and provided 118 singing classes to vulnerable communities.

We also resumed **Musicfest@SGH** after a three-year hiatus. More than 300 performers presented 70 performances, representing a total of 41.5 hours of music.

Our academy students made us very proud again this year, especially our adult ensemble, the Showstoppers, who presented the Broadway smash hit **RENT** in a sold-out run.

We concluded 2023 with **Singathon**, an annual fundraising event held during Giving Week, organised by the National Volunteer & Philanthropy Centre (NVPC). A total of 135 performers, all volunteering their time and talents, came together to deliver 12 hours of live music in front of an enthusiastic audience, as well as live streaming of the event on YouTube. Through these efforts, we managed to raise over \$63K from more than 480 generous donors!

None of this would have been possible without our incredible, passionate, and dedicated team, who worked tirelessly. I extend my heartfelt gratitude to each one of them, with a special mention for Syahindah, TJ, and Alice, whose positivity, energy, and talent have been instrumental in leading the company.

Additionally, we would not have achieved any of this without the support of the Cultural Matching Fund, as well as our private and corporate donors. I extend my deepest appreciation to each one of you.

I would also like to express my gratitude to our esteemed Board of Directors for their unwavering support and visionary guidance.

Yours Musically,
Nathalie Ribette

BOARD OF DIRECTORS



Stephan Repkow Jacques Rene - Chair of the Board, Member of the Finance & Audit Committee, Nomination Committee, and HR & Remuneration Committee

Stephan has extensive experience in banking and financial services in Singapore. He has worked in Singapore for more than two decades and has made it his home. He is the Founder and CEO of Wealth Management Alliance, a financial services company in Singapore. He is also a generous supporter of arts and culture.



Nathalie Durot Ribette - Artistic & Executive Director, Member of the Finance & Audit Committee, Nomination Committee and HR & remuneration Committee

Nathalie is a founding member of Sing'theatre Ltd and a vice president of the Board of Alliance Française de Singapour. She was awarded the Knight in the Order of Arts and Letters by the French government in 2010. After starting her stage career in 1998, she moved on to producing and directing in 2002 and founded Sing'theatre in 2006. Nathalie is a strong advocate of the healing power of Music and is committed to bring Music to the hospitals through Sing'theatre.



Francois Valleteau de Moulliac - Artistic & Executive Director, Member of the Finance & Audit Committee, Nomination Committee and HR & Remuneration Committee

Francois has been in business in Asia for over 30 years and has made Singapore home. He is currently a partner in Azure Tower Investments which targets social impact investing, and in Madei Creations Pte Ltd, which is a baby furniture business. He is involved in volunteering with various social organizations in Singapore.

BOARD OF DIRECTORS



Rebecca Chan - Director, Member of the HR & Remuneration Committee

Rebecca is a seasoned Human Resources practitioner with extensive experience in people practices in APAC, across a range of industries. Her passion lies in creating opportunities for people to develop and grow their careers. Outside of her profession, she dabbles in Music and sings Soprano in a few choirs in Singapore. Her love for the performing arts led her to Sing'theatre where she is honoured to contribute as a member of the Board.



Olivier Bendel - Director

Olivier Bendel, veteran restaurateur and key player in Singapore's vibrant restaurant scene, is the founder, CEO and Executive Chef of Déliciae Hospitality Management (DHM), a restaurant and hospitality group dedicated to serving authentic European culinary experiences to diners in Singapore. Olivier, a proud Singaporean citizen since 2014, moved with his family to Singapore in 2009. Olivier was recognized by the Singapore Tourism Board with the Tourism Entrepreneur of the Year Award in 2013, for bringing vibrancy and dynamism to Singapore's restaurant scene with DHM's unique dining concepts.

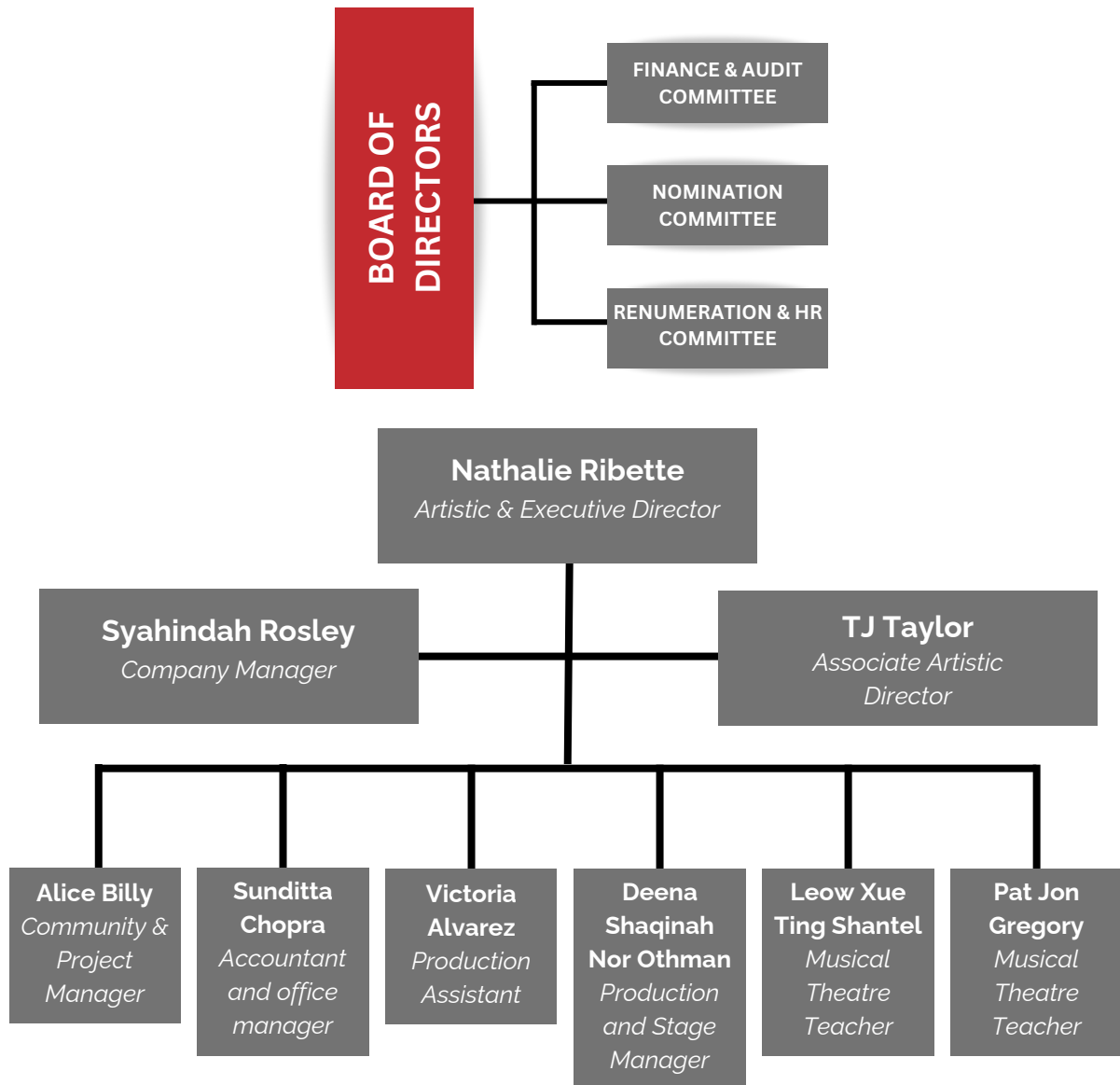


Jean Louis Michelet - Director

Jean-Louis Michelet is the Managing Director of Equiteq Asia-Pacific, the regional arm of Equiteq, a global boutique investment banking firm specialized in the 'Knowledge Economy', i.e. high-value B2B services and solutions (e.g., IT services, consulting, engineering). Jean-Louis holds an MBA from ESSEC Business School.

He has been a Permanent Resident in Singapore since 1998. He is a former chairman of the French Chamber of Commerce in Singapore, a former vice-chairman of the Singapore International Chamber of Commerce, a Director on the Board of ESSEC Asia-Pacific, and a Knight of the French Order of Merit

ORGANISATION STRUCTURE



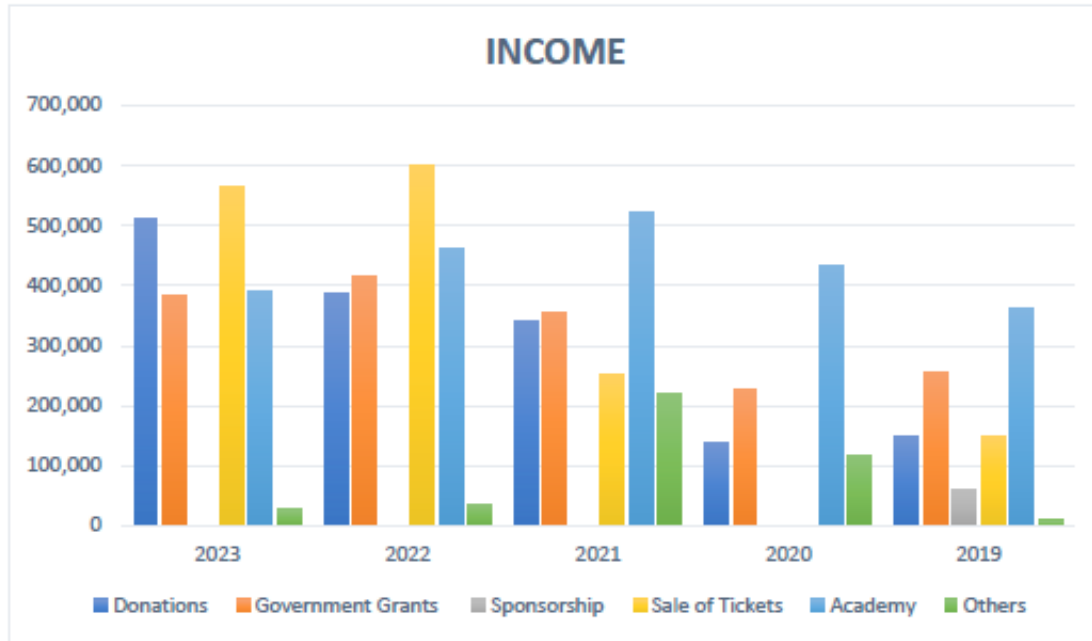
Management & Staff

The Sing'theatre team is headed by its founder, Nathalie Ribette, who oversees all three pillars of Sing'theatre, namely: Production, Community Outreach, and Academy. Nathalie is responsible for the artistic direction of Sing'theatre, fundraising, company development, and team management.

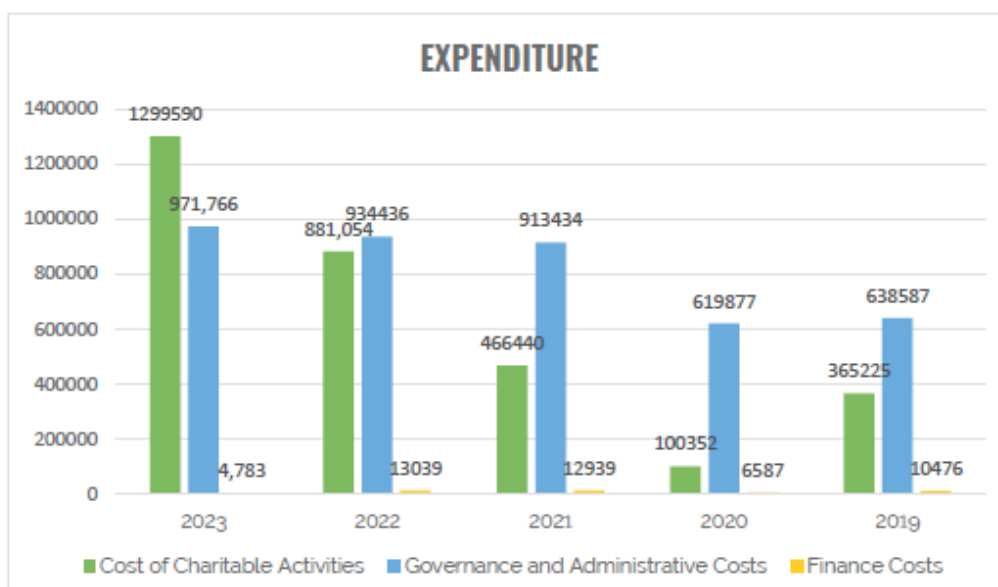
She is supported by Syahindah Rosley (Company Manager) and TJ Taylor (Associate Artistic Director). Syahindah oversees the community outreach and production pillars, all marketing and communications and the Academy in conjunction with TJ, who is the head musical theatre teacher, writer, and director of Academy shows and in charge of Academy development and client servicing.

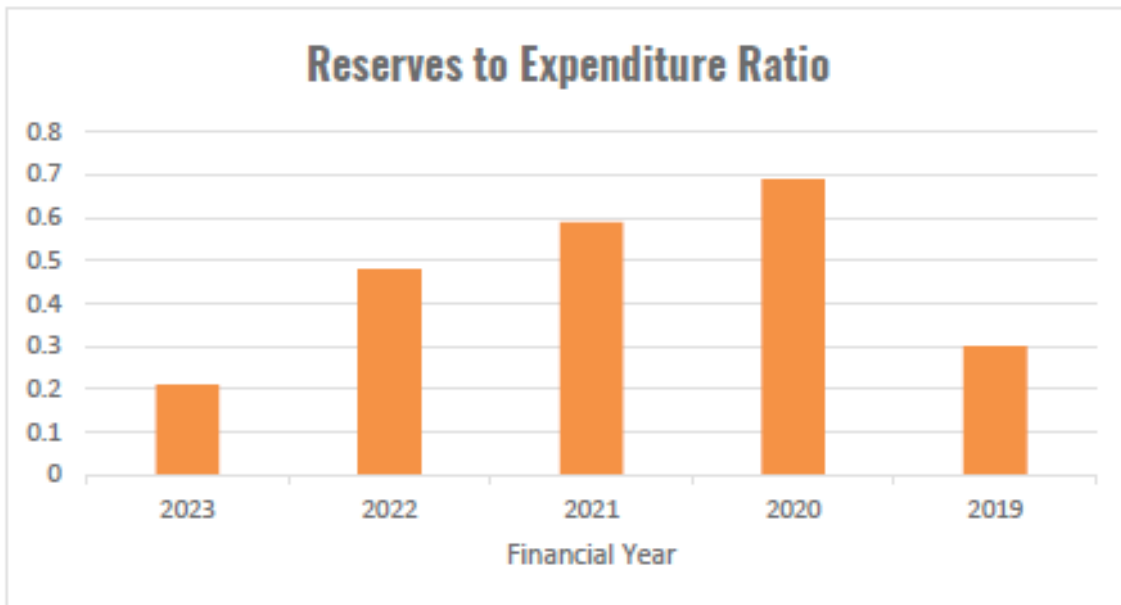
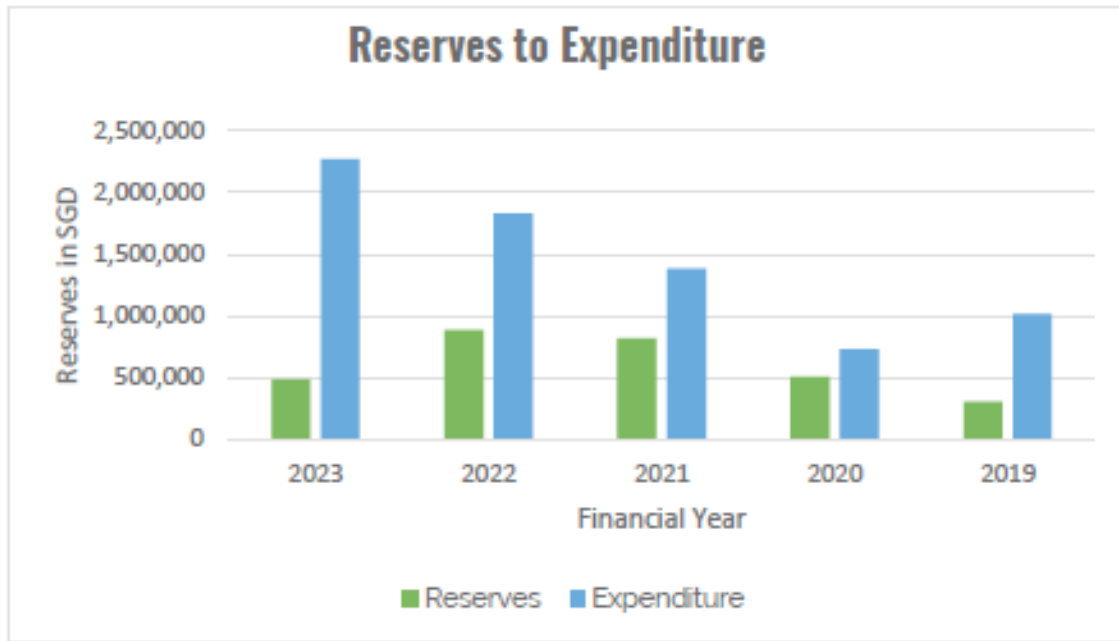
In addition to its full-time staff Sing'theatre employs interns during busy times and is assisted by volunteers as and when the need arises.

HIGHLIGHTS OF THE YEAR



	2023	2022	2021	2020	2019
<u>Donations</u>	\$ 512,648	\$ 386,756	\$ 342,297	\$ 138,885	\$ 150,073
<u>Government grant</u>	\$ 382,099	\$ 414,087	\$ 355,192	\$ 227,193	\$ 257,289
<u>Sponsorship</u>	\$ -	\$ -	-	-	\$ 60,000
<u>Sale of tickets</u>	\$ 566,123	\$ 600,521	\$ 251,365	\$ 1,290	\$ 150,528
<u>Academy</u>	\$ 389,711	\$ 461,207	\$ 520,338	\$ 432,806	\$ 362,391
<u>Others</u>	\$ 26,790	\$ 36,578	\$ 219,751	\$ 118,663	\$ 9,348





Reserves refers to unrestricted funds.

The reserves ratio is expressed as reserves/total annual expenditure.

Summary Financial Performance

	<u>2023</u>	<u>2022</u>
<u>Revenue</u>	<u>\$1,877,551</u>	<u>\$1,899,149</u>
<u>Expenditure</u>	<u>\$2,276,139</u>	<u>\$1,828,529</u>

The expenditure has increased as we have produced a high-budget Broadway-sized musical called Cabaret.

The revenue earned in 2023 has been consistent with 2022.

Major Financial transactions

The lease on one of our studio spaces #02-03 Heritage Place was renewed effective 1st January 2024 at the monthly rent of \$6,600(not including GST) till 31st December 2026.

The company was also registered for GST with IRAS effective March 2023.

Purpose of charitable assets held:

All the assets of Sing'theatre are held to further its vision and mission of performing for a better society.

Principle funding sources:

Sing'theatre's community outreach programs and productions are funded by donations from the public, corporate donors and sponsors, grants from foundations and the government, most importantly the Cultural Matching Fund. Other sources of income are fees from the Academy and ticket sales from shows.

For more information on the financial transactions please refer to the audited financial statements and the explanatory notes.

OUR WORK



PRODUCTION

2023 Go big or go home!

I LOVE YOU, YOU'RE PERFECT, NOW CHANGE

In April we presented **"I Love You, You're Perfect, Now Change!"** at Alliance Francaise Theatre. It is the longest-running off-Broadway musical revue that tackles modern love in all its forms: from the perils and pitfalls of the first date to marriage, children, and the twilight years of life.

Told in a series of vignettes and songs, I Love You, You're Perfect, Now Change traces the overall arc of relationships throughout life. The show was set in Singapore to give a local touch! This insightful and hilarious musical had audience members shouting, "This is my life!"

The stellar cast included Andrew Marko (Falling, Mama White Snake, Rent), Benjamin Chow (Tartuffe, Urinetown, Rent.), Rebekah Sangeetha Dorai (Boeing, Boeing, Ghostwriter, Koko) and making her professional debut on the Musical Theatre scene was Misha Paule Tan. Misha was once a student of the Sing'theatre Academy!

We issued 2,173 tickets for the show with an occupancy rate of 66%.

"A feel- good, fun night out as you laugh at the silliness we get up to when you're in love." - **Isaac Tan B.R**



"A musical comedy about everything you have ever secretly thought about dating, romance, marriage, lovers, husbands, wives and in-laws, but were afraid to admit" – **Janiqueel**



CABARET

In October, we made our boldest move to date and presented **Cabaret** one of the most iconic and decadent musicals of all time at the Drama Centre theatre.

Featuring unforgettable songs like "Willkommen," "Cabaret," "Don't Tell Mama" and "Two Ladies," this exuberantly entertaining show transported you back in time to 1931 Berlin, where life was beautiful but dark forces were on the rise. Directed by Hossan Leong, the show had a stellar cast of 15, choreographed by the internationally acclaimed Lisa Keegan, and accompanied by an 8-piece live band playing infectious music directed by the award-winning Elaine Chan. The show boasted outrageous costumes (by award-winning Max Tan) and a lavish set (by award-winning Wong Chee Wai) that transported you to the seductive Kit Kat Club, where the flamboyant and sinister Emcee (Dwayne Lau) hosted nightly entertainment.



"If you live in Singapore, I highly recommend you go and see the Sing'theatre show "Cabaret". This is a very professional production with an incredibly talented cast. A thought-provoking evening extremely well done." –

Marcel Smits

"One of the best shows I have seen in Singapore over the last ten years, and undoubtedly the most thought-provoking" – **Elodie Palasse Leroux, Journalist - Slate.fr**

"The team has accomplished a fine balance in both its drama and its humour in strong doses, excelling particularly in its innovative, brazen and sassy dance numbers that capture the musical's spirit and the nuances of the story." – **Bakchormeeboy**

We issued 5,806 tickets and had an occupancy rate of 67.48%. While Cabaret was widely appreciated for its artistic value it was very expensive to produce and resulted in a great financial loss to the company.

ONCE UPON A LIKE

In collaboration with Mapletree Investments, Sing'theatre produced **"Once Upon A Like"** an exciting new musical based on the timeless Cinderella story made for the modern social media generation (and less tech-savvy family members, too!). Fun, current and full of modern references, this musical, made the whole family look at their social media with a different perspective through the medium of the beloved story of Cinderella that we all know and love.

Mr Edmund Cheng, Mapletree Chairman, said: "Sing'theatre first performed at our lunchtime performance series, Mapletree Arts in the City, in September 2022. With arts being one of the four key Corporate Social Responsibility pillars at Mapletree, we are pleased to bring them to VivoCity for a full-fledged one-hour inaugural performance. We look forward to presenting more artistic genres to the community moving forward."

"When Mapletree approached us with the opportunity to craft a musical performance at VivoCity, it became clear that we had discovered an ideal collaborator, united by our shared mission to make performing arts accessible to all," said Ms Nathalie Ribette, Executive Producer & Artistic Director of Sing'theatre.



SINGATHON 2023

Singathon has become an annual event for Sing'theatre following the success of our previous ones in 2020, 2021 and 2022. On 3 December 2023, within the framework of Giving Week organised by NVPC, once again 229 performers, all voluntarily, came together to present 47 performances and 12 hours of live Music streamed on YouTube to raise funds for Sing'theatre. This time around we were able to have a live audience to watch and cheer the performers too due to the easing of safe distancing measures. We were able to raise approximately \$63K from over 480 donors!



COMMUNITY OUTREACH

365 Hours of Music

Our outreach program **"365 Hours of Music"** aims

- To bring quality music to hospitals, especially to those who do not have access to music because they are sick or are unable to afford tickets to a concert.
- To introduce patients, their families and caregivers to various genres of music and to open up new artistic horizons.
- To let the music, work its magic: to bring people together, to bond, to convey emotions, to rekindle memories, and to give energy and strength.

All in all, we had:

- 22 lobby concerts for patients at public Hospitals (from Jan to May 2022)
- 115 ward visits with both children and adults
- 118 singing classes with vulnerable communities

We reached approximately 3445 patients and 7383 general public members with our music.

We partnered with

- Singapore General Hospital (SGH)
- Tan Tock Seng Hospital (TTSH)
- National University Hospital
- Changi General Hospital
- Sengkang Community Hospital (SKCH)
- Outram Community Hospital (OCH)
- Singapore Association of the Visually Impaired (SAVH)
- Ang Mo Kio Family Service Centre (AMKFSC)
- Sing'theatre Studio (for the Foreign Domestic Workers singing group: The Sampaguitas)
- Children with Autism spectrum disorder



MusicFest 2023

After a hiatus of 3 years due to COVID, the 10th edition of Musicfest was back on 26 May 2023 at Singapore General Hospital.

MusicFest@SGH was conceived with the belief that music has **the ability to stimulate the senses, heal, uplift the spirit, and improve a patient's journey to recovery**. With this outcome in mind, Sing'theatre and SGH presented the first MusicFest@SGH in 2013.

After 9 successful editions, Musicfest was back in 2023 with 302 performers both professional and amateur, 130 volunteers, 70 performances, 41.5 hours of music at 7 locations around the SGH campus between 10:30am and 5:30pm. The day of music culminated in an evening concert enjoyed by the staff, patients, volunteers, and visitors.

"Congratulations on another very successful edition of MusicFest@SGH" - **Johan Choucavy, Cultural Attache, French Embassy in Singapore**

"Once again thank you for inviting our seniors to perform for the MusicFest. Seniors are happy and enjoy themselves at the performance." - **Jennifer Yeo, Senior Programme Assistant, AMKFSC Community Services**



ACADEMY

In 2023, our Academy enrolment stood at 74% compared to 86% in 2022. We had 25 classes with 228 students as compared to 240 students in 2022.

Our open mics which are extremely popular with the musical theatre community flourished. We held 7 open mics in 2023 compared to 3 in 2022. Over 700 people joined us for the open mic nights in 2023.

Sing'theatre Academy's performances in May and June 2024 were a remarkable success, showcasing the incredible talent of our students through a series of vibrant and captivating productions. Here's the list of shows that were performed by our talented students:

Show Line-up:

1. Munchkin Mayhem for Rising Stars
2. Oz for WES, BWS and Showstoppers
3. Follow the Yellow Brick for Super Stars
4. RENT for Showstoppers
5. Broadway Blitz for Stage Doors

Given the limitation of 30 seats per performance and tickets sold exclusively to parents, each show reached full capacity, ensuring a personal and engaging experience for the families involved.



RENT

In June/July, the crème de la crème of Sing'theatre Academy, the "Showstoppers" presented the beloved musical **"RENT"**.

Rent is a musical theatre favourite, with most millennial Broadway geeks growing up with its classic songs such as "Out Tonight", "Take Me Or Leave Me" and of course the anthem "Seasons of Love." Rent covers some hard-hitting issues facing New York at the height of the AIDS crisis, but at its heart is a story of overcoming odds and the enduring power of love.

We continued our mission of performing for a better society by developing the next generation of performers at Sing'theatre Academy with the Showstoppers Musical Theatre Ensemble.

Rent was presented at SOTA with 1,000 tickets issued at 100% occupancy.



THE YEAR AHEAD

Community Outreach

In 2024, we will continue our mission in hospitals. We are bringing back "**Sing Me A Story**" to KK Hospital our community outreach program that brings superheroes and fairy tale characters to the lobbies & wards of the paediatric wards in the hospital.

Production

We will have to cut back on production as we had a bad year financially in 2023. We will present "**Little Shop of Horrors**" in April 2024 at SOTA as our only big production for 2024.

Academy

In 2024, we will continue our academy classes with Children & Adults. We will open our first mini stars classes for children aged 3 to 4 years old. The children will be putting on Aladdin the Musical. Our teenage Broadway stars and Adult Showstoppers will be producing Grease the Musical.

Fund Raising

Our annual fund-raising concert Singathon will be held as usual in December 2024 to raise funds for our community outreach activities.

We hope to raise approximately \$528K in 2024. This is an extremely optimistic target, but we need it to help to motivate us and build back our reserves.

Expenditure

Estimated expenditures are as follows:

- Fund raising \$50K.
- Charitable activities \$820K
- Administrative costs \$1,080K

GOVERNANCE

The Board of Directors is committed to advancing Sing'theatre's mission and guiding it towards achieving high standards of governance and accountability.

The Board meets regularly, and the following table indicates the meetings held by the Board and the attendance by members.

Nathalie Durot Ribette has served as director for more than 10 years. She is the Executive Director of Sing'theatre from the time it was formed in October 2006. The Articles of Association of Sing'theatre provide that Nathalie Durot Ribette shall be appointed as Managing Director for life unless she is unable to assume the position due to various reasons.

Board Meetings

The Board of Directors held 3 meetings in 2023, including the Annual General meeting.

BOARD MEMBER	DESIGNATION	DATE APPOINTED	DATE RESIGNED	BOARD MEETING ATTENDANCE
Nathalie Durot Ribette	Artistic & Executive Director,	10 October 2006		3/3
Stephan Repkow Jacques Rene	Board Chair	22 February 2018		3/3
Benjamin Lee	Director	1 February 2020	12/1/2023	0/3
Francois De Moulliac	Director	4 May 2020		2/3
Rebecca Chan Taw Wun	Director	1 April 2021		2/3
Noella Wee Geok Eng	Director	21 July 2022	21/4/2023	1/3
Olivier Henri Bendel	Director	6 February 2023		3/3
Jean Louis Michelet	Director	19 June 2023		2/3

No Board member is remunerated for their time and service as a Board member.

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1

The above staff member Nathalie Durot Ribette, is the Artistic & Executive Director and also a full-time employee of Sing'theatre. Her remuneration is recommended by the Remuneration & HR Committee and approved by the Board.

The staff members are not involved in setting their own remuneration. One staff member is a close member of the family of the Executive Director as follows:

Remuneration Band	Number of Staff	Name of Executive Head or Board member with whom the staff is a close family member
Between \$50,000 to \$150,000	1	Nathalie Durot Ribette

Code of Governance

Recognising our duty to the public and our stakeholders, as a charity that has been conferred the status of an Institution of Public Character (IPC), Sing'theatre is committed to complying with the following code of governance to ensure greater transparency and accountability.

Submission Form for Governance Evaluation Checklist (Enhanced Tier)

Please note that this checklist is based on the Code of Governance (2017). Instructions: Please fill out the boxes. Input the reason if the selection is non-compliance for each field.

Applicable to large charities with gross annual receipts or total expenditure of \$10 million or more;

And IPCs with gross annual receipts or total expenditure from \$500,000 to less than \$10 million.

S/ N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		Yes	Nathalie Durot Ribette
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	Nathalie Durot Ribette
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	

S/ N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer ² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (Skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	We do not make any loans, donations or financial assistance
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		No	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	

S/ N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (Skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (Skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

S/ N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

POLICIES

Conflict of Interest

Sing'theatre has a conflict-of-interest policy for Board members, management, and staff, whereby they are required to disclose to the Board or senior management any situations of actual or perceived conflict of interest.

Reserves

Sing'theatre aims to build up reserves to meet up to one year of operating expenditure. There are no restricted or endowment funds, and there is no planned timing for use of the reserves. For more information, please refer to note 19 of the financial statements.

Investments

Sing'theatre has an investment policy that authorizes the Board to invest excess cash in fixed deposits to earn interest. As of now Sing'theatre has no investments.

Banking

Sing'theatre maintains a current account for operational expenditures and deposits and a separate account for funds received from the CMF grant.

Loans

Sing'theatre does not make loans to any Director or staff member.

Donations

Sing'theatre receives donations through its own website, through NVPC's Giving.sg platform, from corporate donors and occasionally cash donations from customers. Receipts are issued for all donations. Tax deduction receipts are issued for donations of \$10 or more that qualify for IRAS tax deduction if the donor's particulars are available.

Human Resource Policies and Procedures

The Board approved the human resources policies and procedures in 2018. These will be reviewed each year to update as necessary.

Whistle-blowing policy

We have a whistle blowing policy.

Board Policies

There is a written code of conduct for Board members and the Board conducts a self-evaluation biennially.

Volunteer Management

Sing'theatre engages volunteers as and when required. There are volunteer management policies in place.

ACKNOWLEDGEMENTS

Supported By

Anonymous	Interparfums Asia Pacific Pte Ltd
Arts Fund	Lee Foundation
Bollore Logistics Singapore Pte Ltd	Mapletree Investments Pte Ltd
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Donors \$10,000 and above

Nicky Chen	Nick Liaw
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