

Annual Report 2025/2026

From
Connection
to Capability



A year of transition from
iShine Cloud Limited to
**The Digital Capital
Collective Ltd.**

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About This Report

This Annual Report presents the activities, performance, governance, and stewardship of iShine Cloud Limited (“iSC”) for the financial year ended 31 March 2026.

FY2025/2026 was a significant year in the organisation’s evolution. iSC continued to support charities through shared digital services and technology solutions, while undertaking a strategic review of its role within Singapore’s charity sector.

The year culminated in the organisation’s reconstitution as **The Digital Capital Collective Ltd. (“DCC”)**, effective 1 April 2026.

Accordingly, this report tells two connected stories: the stewardship and performance of iSC during FY2025/2026, and the sector-led journey that shaped the organisation’s next chapter.

It captures a year of continued delivery, extensive engagement, and collective effort — **leading to a broader mandate to champion sector priorities, foster connection, and build shared digital capability.**

Chairman's Message

FY2025/2026 was a defining year in the evolution of our organisation.

Over the past eight years, iShine Cloud Limited (iSC) has worked alongside charities across Singapore to strengthen their adoption of digital technologies and build greater organisational resilience. Through this journey, we have witnessed both the progress the sector has made and the challenges that continue to emerge as digitalisation becomes increasingly integral to service delivery, governance, and operations.

While individual organisations have advanced their digital capabilities, many continue to face common challenges. Rising cybersecurity risks, increasing governance expectations, fragmented systems, and limited access to specialised expertise are realities shared across much of the sector. These challenges are not unique to any one organisation, nor can they be fully addressed through isolated efforts.

As we reflected on these developments, it became increasingly clear that the next phase of digital transformation would require a broader and more coordinated approach — one that extends beyond supporting individual organisations to strengthening capability across the sector as a whole.

This conviction formed the basis for the establishment of **The Digital Capital Collective Ltd. (DCC)**.



“

DCC was created on a simple but important belief: stronger outcomes can be achieved when organisations come together...

”

DCC was created on a simple but important belief: stronger outcomes can be achieved when organisations come together to address shared challenges, leverage collective strengths, and invest in common foundations. By bringing together charities, funders, government agencies, technology partners, and sector leaders, DCC seeks to foster the connections that enable capability to be built at scale.

This vision is reflected in our guiding theme: **From Connection to Capability.**

Connection is not an end in itself. It is the means through which knowledge is shared, resources are mobilised, and collective solutions are developed. Through stronger connections across the ecosystem, we can create the conditions for sustainable capability growth and more effective service delivery throughout the sector.

The year also marked an important leadership transition for the organisation. On behalf of the Board, I would like to express our appreciation to Ms Yip Yuen Fong for her leadership and contributions in guiding iSC through its formative years and helping lay the foundations

for the organisation’s next chapter. We also welcomed Mr Lawrence Ang as Chief Executive Officer on 2 March 2026. Having previously served on the Board, Lawrence brings a deep understanding of the organisation’s mission, history, and aspirations as DCC embarks on its expanded mandate.

The establishment of DCC on 1 April 2026 marks the beginning of a new chapter, but it is also the culmination of years of learning, partnership, and dialogue. The progress reflected in this report was made possible through the contributions of many individuals and organisations who shared a common commitment to strengthening the charity sector.

On behalf of the Board, I would like to thank our staff, partners, funders, volunteers, and stakeholders for their continued support and trust throughout this period of transition. We look forward to working together as we build stronger shared digital capability for the sector and create lasting impact for the communities we serve.

Seah Chin Siong
Chairman

Chief Executive Officer's Message

The problem in this sector has rarely been effort. It has been that the effort is spent alone.

When I ask charity leaders about the challenges they face as they work towards uplifting their capabilities through technology, most will describe similar pain points, alongside a similar range of digital solutions that they have each acquired separately to address these same problems.

This is a common thread as charities do their best with the limited expertise and resources they have. The problem in this sector has rarely been effort, as we well know that charities work hard at this. It has been that the effort is spent alone. That common thread of doing things alone has led to sub-optimal outcomes, duplication of effort, and a proliferation of solutions where the whole is very much less than the sum of its parts. Worse yet, these solutions are rarely integrated with one another, nor adequately protected against cyber risk.

FY2025/2026 was the year when that question moved from an idea we discussed to an idea we tested. We spent the year in conversation with charity leaders, funders, government agencies, and technology partners, asking a more fundamental question: would the sector choose to build something together, given the chance?

While those conversations were underway, iShine Cloud (iSC) kept doing the work charities depend on us for day to day. During the year, 878 new users were onboarded, bringing the total number of users supported to 4,811 across 464 charities. Cybersecurity remained a particular focus. Through targeted phishing

simulation campaigns, we saw reporting rates improve markedly across the sector, a small but telling sign of how quickly charities can build resilience when given the right tools and support. This work mattered in and of itself, but it also gave us a ground-level view of exactly where the sector's shared problems were most pronounced.

The clearest answer came at the Digital Capital Collective Convening Workshop in January 2026, when over 70 charity leaders, funders, and ecosystem partners gathered at Temasek Shophouse. What struck me most was the willingness of these charity leaders to commit time and resources to building it together, rather than waiting for someone else to go first. I have had the advantage of seeing this problem from more than one seat – in both the private and charity sectors. I have sat on the side of the table asking, “why can’t this work the way it does everywhere,” as often as I have now sat on the side trying to build the answers. That dual vantage point made it clear that our ecosystem has to be built by the sector, not delivered to it, and that only works if the people building it have genuinely sat where charities sit.

The Digital Capital Collective Ltd. (DCC), officially established on 1 April 2026, is the result of that year of listening, testing, and building trust. It carries forward nearly a decade of iShine Cloud's work, and a mandate to uplift transformation, performance, and governance capabilities for charities across the sector; a mandate that the sector itself helped shape.

My focus now is straightforward: make sure DCC earns the trust this mandate assumes, through the platforms we operate, the partnerships we keep, and the discipline to build only what charities in the sector need.

To our staff, partners, funders, and the many charity leaders who gave their time and candour this year – thank you. The next chapter is ours to write, together.

Lawrence Ang
Chief Executive Officer

“

Our ecosystem has to be built by the sector, not delivered to it.

”



PART ONE

From Connection to Capability





01 From Connection to Capability

The Digital Capital Collective was established on the belief that stronger connections can create stronger capability for the sector.

For organisations working in an increasingly digital environment, capability is shaped by more than technology. It encompasses the systems, knowledge, skills, governance practices, expertise, and relationships that enable organisations to operate effectively and sustain their impact.

Some capabilities are best developed within individual organisations. Others can be strengthened through shared infrastructure, knowledge, expertise, and collaboration — creating foundations that organisations may otherwise find difficult or costly to develop independently.

This is the proposition at the heart of DCC: **digital capability can be strengthened not only organisation by organisation, but collectively across the sector.**



Connection as a Catalyst

Connection is often understood simply as bringing people and organisations together. For DCC, its value goes further.

Meaningful connection creates opportunities to share experience, surface common needs, align priorities, and explore solutions collectively. It enables knowledge, resources, expertise, and ideas to move across organisational boundaries, helping organisations learn from one another and work towards shared outcomes.

Through these connections, individual experiences can become collective learning. Shared needs can become shared approaches.

Connection is therefore not the end point. It is a catalyst for capability.



Building Shared Digital Capability

Shared digital capability encompasses more than platforms or technology. It includes the knowledge, skills, governance practices, infrastructure, and organisational capacity needed to use digital tools effectively and sustainably.

By enabling access to common platforms, trusted expertise, sector knowledge, and collaborative networks, organisations can build upon foundations that would otherwise be difficult, costly, or resource-intensive to develop independently.

This does not mean that every charity should operate in the same way. Rather, where needs are shared, common foundations can reduce duplication, strengthen resilience, and enable organisations to direct more resources towards their missions.

In this way, **capability becomes both an organisational asset and a sector asset.**

02 Our Journey: from iShine Cloud to DCC

From its beginnings as a shared digital services initiative, iShine Cloud evolved through growing sector partnerships, deeper stakeholder engagement, and a shared aspiration to strengthen digital capability across the social sector.

The establishment of The Digital Capital Collective builds on nearly a decade of experience supporting charities, and on a year of deliberate engagement to test what a sector-wide platform could enable.



2018–2024 Scaling Sector Support

500+ non-profit organisations supported

- Expanded shared digital services and solutions
- Established partnerships with sector stakeholders, including IRAS
- Attained Institution of a Public Character (IPC) status
- Recognised at the Microsoft Singapore Partner Awards



Over time, iSC's work provided deeper insights into the common digital challenges and opportunities faced across the sector.



2025–2026 Advancing Collective Action

- Convened three Charity Convening Workshops involving over 30 charity Chief Executives and senior representatives from government agencies
- **Established the Charity Convening Group**
- Formed sector working groups across governance, products and services, and financial sustainability
- Established the Technology Advisory Panel, comprising technology leaders and practitioners from industry
- Convened the DCC Charity Convening Workshop at Temasek Shophouse with the support of **Temasek Trust**, bringing together over 70 charity leaders, funders, and ecosystem partners to align on the next phase of collective action and shared digital capability



These engagements reinforced DCC's legitimacy as a neutral, sector-led platform and affirmed the importance of shared infrastructure, coordinated investment and ecosystem collaboration in strengthening the sector.



2018 Establishing the Foundation



- iShine Cloud established to provide shared digital services and technology solutions for charities



1 April 2026 DCC The Digital Capital Collective

- **iShine Cloud formally reconstituted as The Digital Capital Collective Ltd.**
- New Board appointed
- New organisational structure established
- Expanded sector-wide mandate adopted

PART TWO

The Digital Capital Collective



01 A Renewed Mandate

The transition to The Digital Capital Collective (DCC) reflects a shift in how the organisation supports the charity sector — from providing shared digital services to strengthening shared sector capability.

As digital adoption across the sector matures, there is growing recognition that some challenges and opportunities are best addressed collectively. DCC was established to strengthen how the sector works together — enabling greater coordination, reducing duplication, and building shared digital capability.

Operating at a sector level, DCC works alongside charities, government agencies, funders, and ecosystem partners to bring together organisations, resources, and expertise in support of common goals. Through this

approach, the organisation supports shared infrastructure, collective resources, and sector-wide initiatives that strengthen the foundations for long-term digital resilience and growth.

DCC creates capabilities that no single organisation can build alone. As a sector advocate, aggregator, and digital enabler, DCC works to **surface shared priorities, consolidate demand, strengthen common platforms, and advance initiatives that benefit the wider ecosystem.** Through this mandate, DCC contributes to a more connected, resilient, and future-ready charity sector.

02 Vision, Purpose and Mission



Our Vision

A charity sector where structural barriers do not limit impact, and where collective strength enables organisations to thrive.



Our Purpose

To enable charities of all sizes to serve their communities without being constrained by digital capability, scale, or fragmentation.



Our Mission

To serve as the charity sector’s collective voice and collaborative hub, championing shared priorities, connecting resources and stakeholders, and strengthening capabilities that enable charities to focus on their missions.

03 Our Role in the Sector

DCC strengthens the charity sector through **three interconnected areas: Champion, Connection, and Capability.**

Together, these areas reflect how DCC works with the sector — advancing priorities, connecting resources and expertise, and strengthening the foundations for a more resilient, effective, and future-ready sector.



Champion Sector Advocate

DCC represents the collective voice of the charity sector, working with government agencies, funders, and ecosystem stakeholders to surface shared priorities, strengthen alignment, and advance sector-wide development. Through convenings, engagement, and thought leadership, DCC helps translate emerging needs into collective action.



Connection Sector Aggregator

DCC brings together organisations, resources, and stakeholders to achieve greater collective scale. By consolidating demand, harmonising systems, enabling shared platforms, and facilitating collaboration, DCC reduces fragmentation and unlocks value across the ecosystem. This enables charities of different sizes and capabilities to benefit from shared infrastructure, resources, and expertise.



Capability Digital Enabler

DCC strengthens organisational and sector capability through shared platforms, common resources, and practical solutions that organisations can adopt and adapt. By reducing barriers to implementation and enabling access to collective expertise, DCC helps charities focus on delivering impact while building long-term resilience.

PART THREE

Building Shared Digital Capability



01

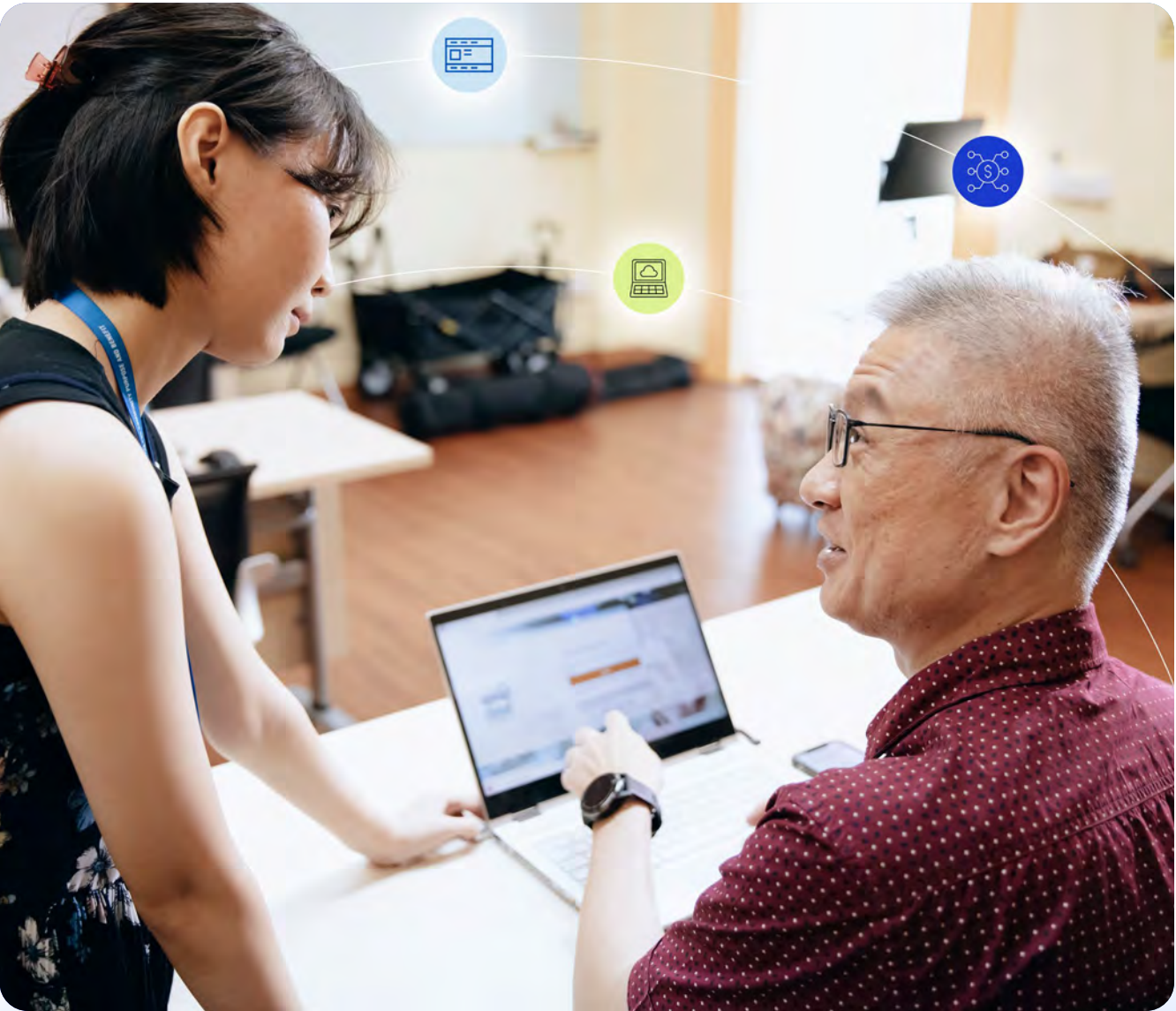
A Digitally Stronger Charity Sector

DCC’s shared capability ecosystem brings together advisory services, digital infrastructure, governance solutions, enterprise applications, and sector-specific platforms within a coordinated environment designed for the charity sector.

Rather than approaching digital transformation through standalone systems or isolated initiatives, the ecosystem integrates technology, infrastructure, and expertise within a structured and coherent model that supports how charities operate, govern, and deliver services.

The ecosystem enables charities to access capabilities that may otherwise be difficult to build independently, helping organisations strengthen governance, improve productivity, support programme delivery, and operate more effectively.

Designed to support charities of different sizes, capabilities, and stages of digital maturity, the ecosystem provides a shared foundation that organisations can adopt according to their needs while benefiting from collective scale and shared resources.



02

The Capability Ecosystem

The DCC ecosystem is organised across five interconnected capability areas, spanning advisory and capability development, digital infrastructure and security, governance and operational excellence, enterprise systems, and charity solutions.

Capability Area	Focus	Areas of Support
Advisory & Capability Development	Digital transformation planning, knowledge sharing and capability development	- Digital Assessments - CxO-as-a-Service - Sector Advisory - Training & Co-creation
Digital Infrastructure & Security	Secure digital infrastructure, cybersecurity and technology resilience	- Digital Workspace - Mobility Access - Security-in-a-Box - Security Watch - Anti-Phishing
Governance & Operational Excellence	Tools and solutions that strengthen governance, productivity, and organisational effectiveness	- BoardLite - RiskTrack - SmartFlow
Enterprise Systems	Core business and operational systems	- Human Resources Management Systems - Accounting
Charity Solutions	Service delivery, engagement and relationship management	- Donation Management - Volunteer Management - Membership Management - Event Management

Beyond individual capabilities, DCC also plays a coordinating role at the sector level, helping charities navigate evolving expectations in digital transformation, governance, cybersecurity, and compliance by translating these into practical approaches that can be implemented consistently.

The **ecosystem moves beyond fragmented, organisation-specific systems towards a more coordinated and integrated environment** where capabilities, expertise, and resources can be shared to strengthen sector-wide resilience.

2.1 Advisory and Capability Development

Not all charities have access to dedicated digital leadership, specialist expertise, or strategic planning resources. This capability area helps organisations assess their digital readiness, identify priorities, and access practical guidance to support transformation and growth.

Key Areas of Support



Digital Assessments

Helps organisations evaluate digital gaps and prioritise opportunities for improvement.



CxO-as-a-Service

Provides access to experienced technology and digital leaders who can support strategy development, governance, digital planning, and transformation initiatives without the need for a full-time executive appointment.



Sector Advisory

Guidance on digital strategy, governance practices, and operating models aligned with sector needs and regulatory expectations.



Training & Co-creation

Workshops, seminars, collaborative initiatives and sector-sharing sessions that build sustainable digital capabilities and support operational resilience, service delivery, compliance, and innovation readiness.



2.2 Digital Infrastructure and Security

A secure and reliable digital environment forms the foundation for effective operations. This capability area provides charities with managed infrastructure and cybersecurity services that strengthen resilience while reducing the complexity of technology management.

Key Areas of Support



Digital Workspace

A secure cloud-based virtual desktop environment that enables users to access applications and data from any location or device.



Mobility Access

Managed device and access solutions that support flexible and secure ways of working.



Security-in-a-Box

A bundled suite of essential cybersecurity controls and services tailored for charity organisations.



Security Watch

Continuous monitoring and support services that strengthen cyber resilience and incident readiness.



Anti-Phishing

Awareness and simulation programmes that help organisations strengthen staff cyber readiness and reduce cybersecurity risks.

2.3 Governance and Operational Excellence

Strong governance and effective operational processes are essential foundations for sustainable impact. This capability area provides shared tools and solutions that help charities strengthen oversight, manage risk, streamline workflows, and improve organisational effectiveness.

Key Areas of Support



BoardLite

A digital board management platform that supports meeting administration, document management, collaboration, and governance workflows.



RiskTrack

A risk management platform that supports structured identification, monitoring, reporting, and mitigation of organisational risks.



SmartFlow

Digital workflow capabilities that streamline operational processes, approvals, and organisational coordination.

2.4 Enterprise Systems

Enterprise systems support the core functions that enable organisations to operate effectively and sustainably. This capability area provides access to enterprise-grade applications aligned with the operational needs of charities.

Key Areas of Support

Human Resources Management Systems

Solutions that support workforce administration, leave management, payroll, and employee records.



Finance Management Systems

Solutions that support financial operations, reporting, and accountability.

While many charities already operate HR and finance systems, they often require **these systems to work effectively alongside other organisational platforms and workflows**. DCC enables these systems to function as part of a broader ecosystem rather than as standalone tools, allowing organisations to maximise efficiency and alignment across workflows.

2.5 Charity Solutions

Charities engage a diverse range of stakeholders, including donors, volunteers, members, beneficiaries, and partners. This capability area provides digital solutions designed around the specific needs of charity service delivery, engagement, and relationship management.

Key Areas of Support



Stakeholder Management System (SMS)

An integrated platform designed to bring key stakeholder management capabilities together within a single environment.

- Donation Management
- Volunteer Management
- Membership Management
- Event Management

Sector Outcomes

Collectively, the ecosystem supports four sector outcomes:



Transformation

Unlock Innovation & Insights

Enable charities to harness technology, data, and shared knowledge to innovate, adapt, and respond to evolving needs.



Performance

Drive Productivity & Impact

Strengthen operational effectiveness and resource efficiency, enabling organisations to maximise impact for the communities they serve.



Governance

Ensure Accountability & Compliance

Support stronger governance practices, risk management, cybersecurity, and compliance through shared standards, guidance, and capabilities.



Collaboration

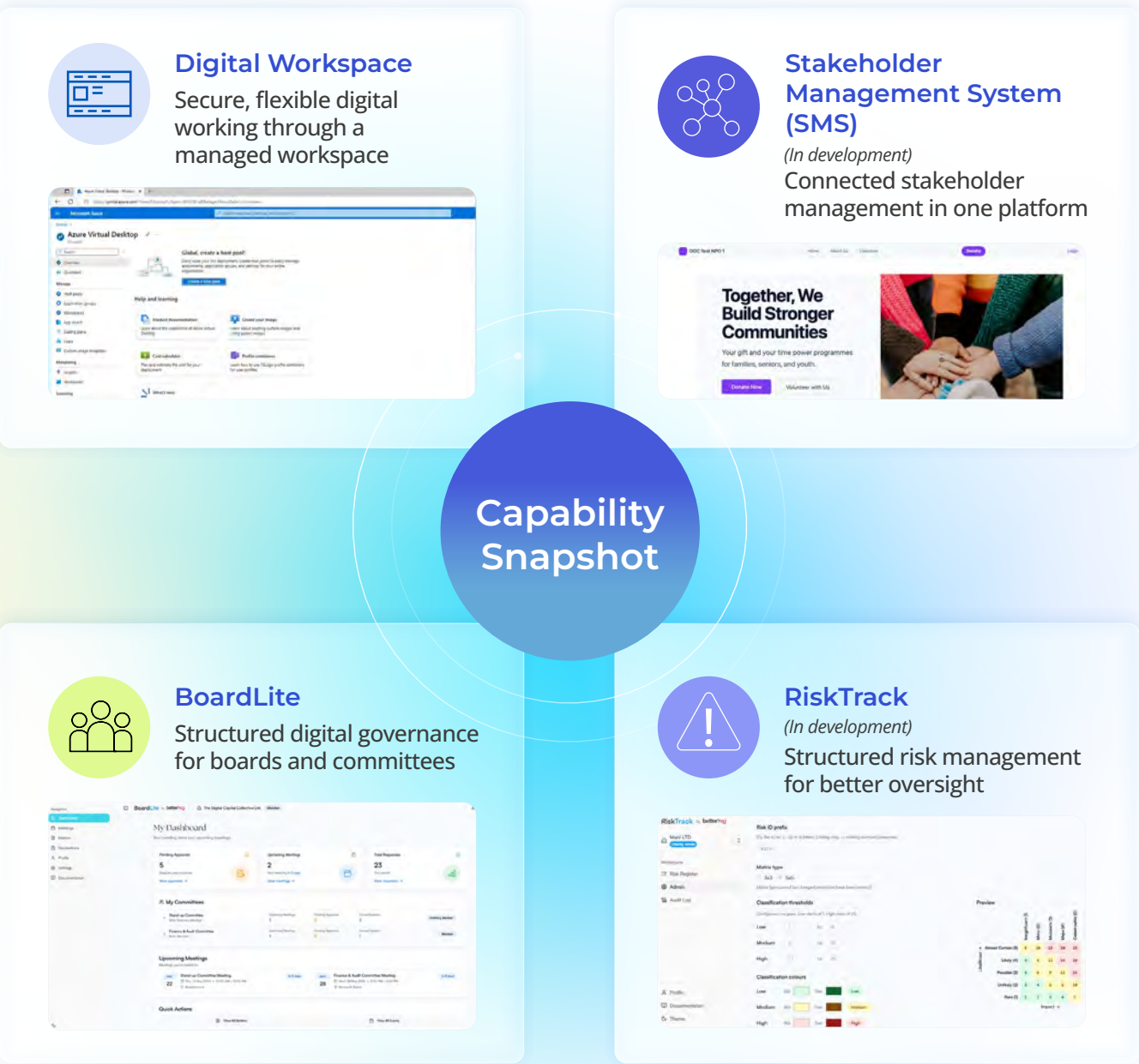
Strengthen the Ecosystem of Funders and Stakeholders

Foster greater coordination and partnership across charities, funders, government agencies, and ecosystem partners to address shared challenges and opportunities.

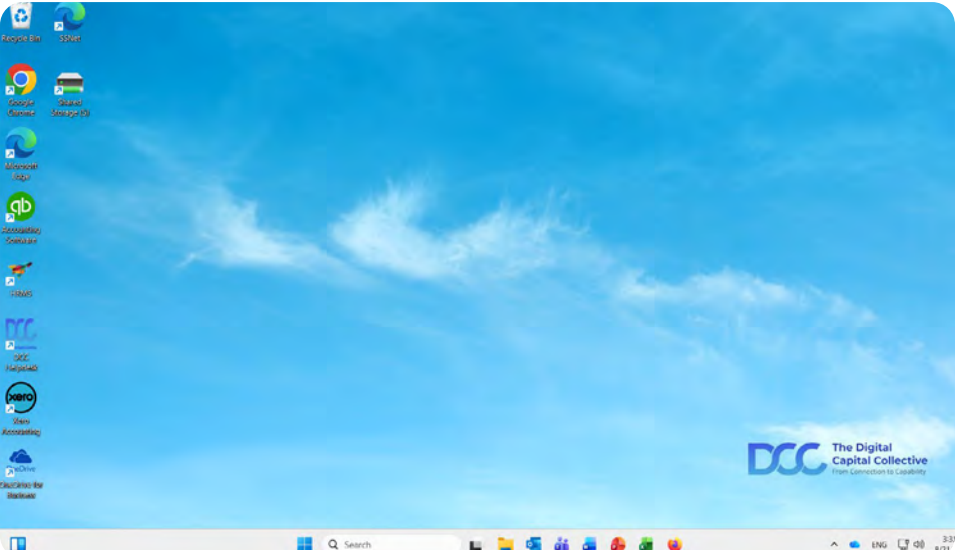


03 From Framework to Practice

The capability ecosystem provides the foundation for how DCC supports the practical needs of charities. The following profiles highlight selected capabilities across the ecosystem — from solutions already supporting organisations today to new capabilities being developed to address emerging sector needs.



Digital Workspace



Digital Workspace provides charities with a secure, cloud-based working environment that combines enterprise-grade security, centralised management, and flexible access within a single managed platform.

Built on virtual desktop infrastructure (VDI), the solution enables staff to securely access applications, files, and systems

from different locations and devices while continuing to use familiar tools such as Microsoft 365.

For charities, this reduces the complexity of managing multiple devices and local environments while strengthening security, operational resilience, and business continuity.

What this enables

- Secure access**
Access applications and data securely across locations and devices.
- Centralised management**
Manage applications, data, and security policies through a centrally managed environment.
- Faster deployment**
Simplify user onboarding and provisioning.
- Business continuity**
Support continued operations during disruptions and changing work environments.

By providing secure and scalable infrastructure as a shared service, Digital Workspace gives charities access to capabilities that may otherwise require significant internal investment, technical expertise, and ongoing management.

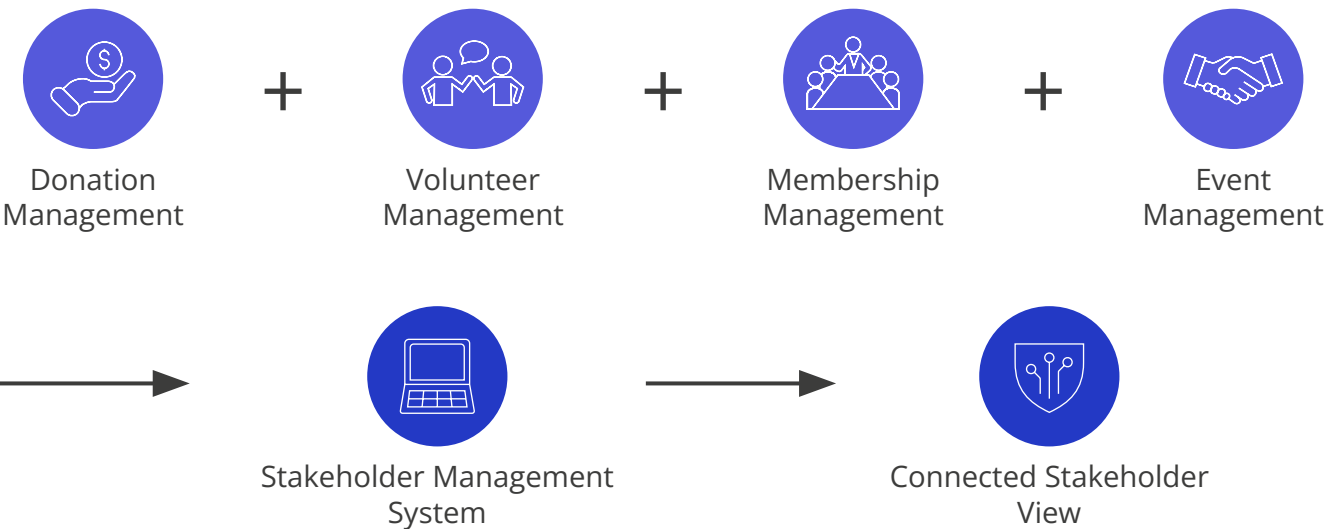


Stakeholder Management System (SMS)

(In development)

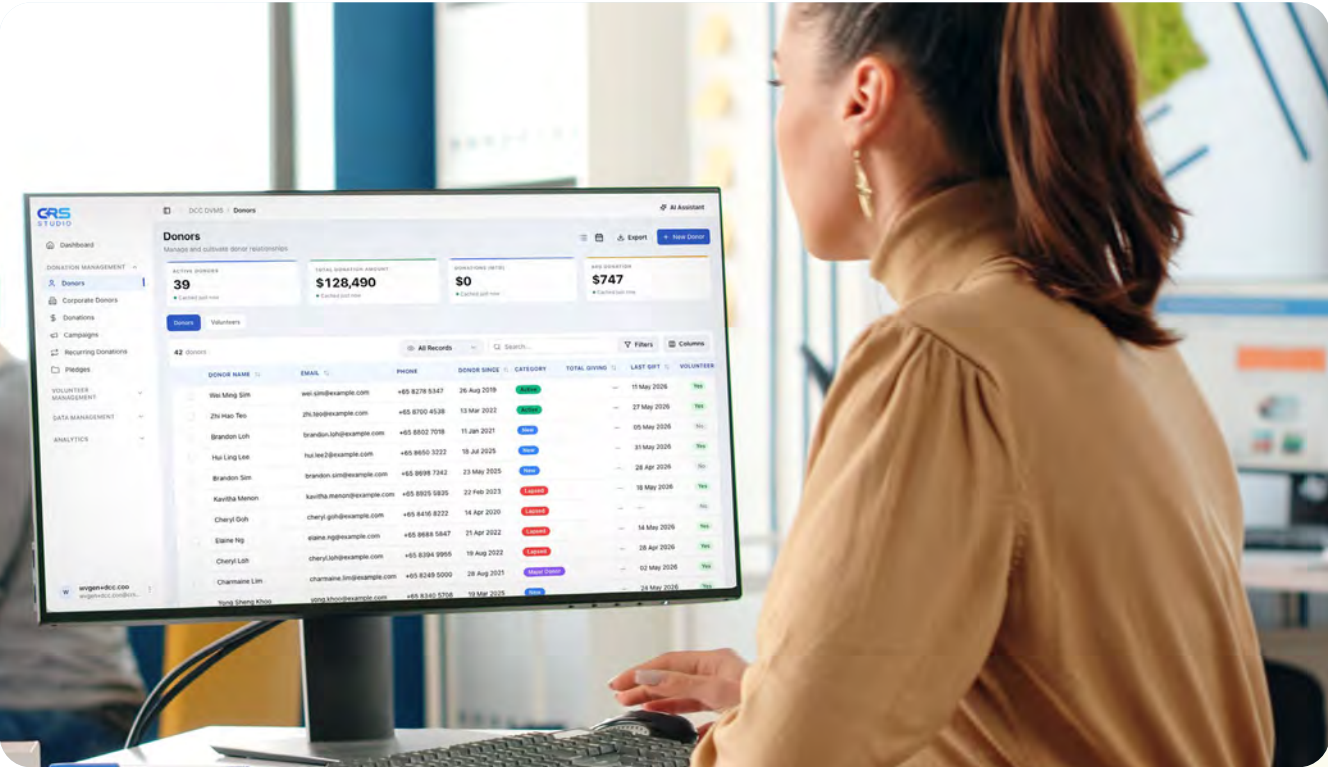
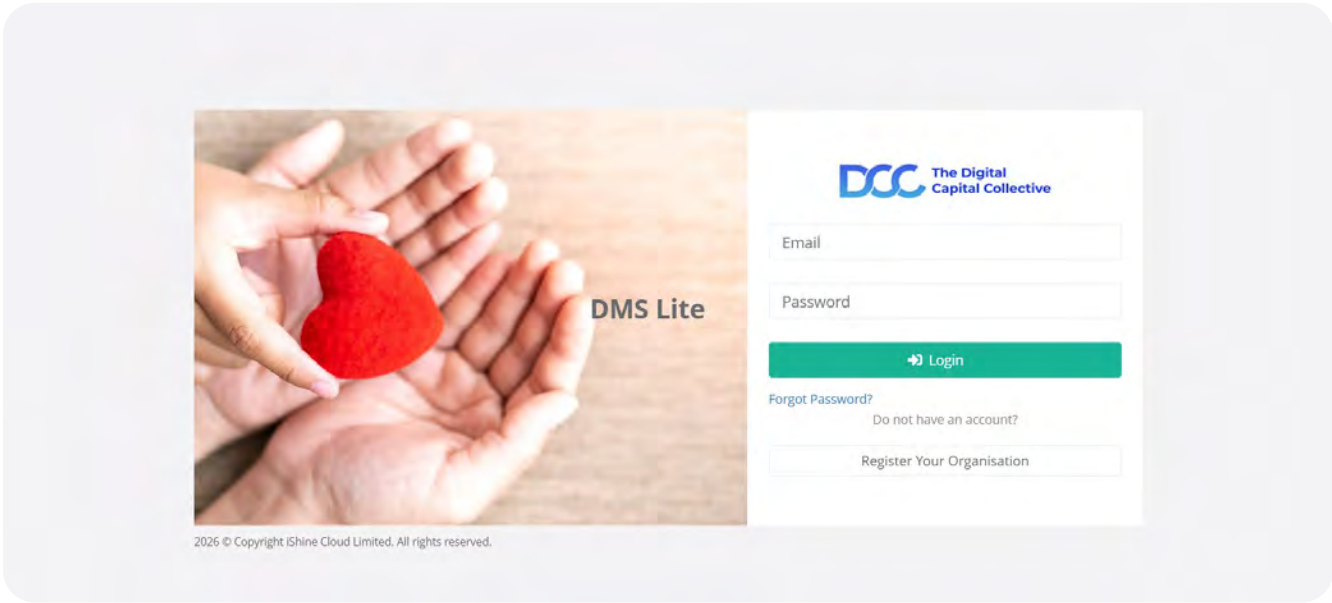
Charities manage relationships with diverse stakeholders across donations, volunteering, membership, and events. These activities can often be supported by separate systems, processes, and teams, making it harder to maintain a consistent view of stakeholders and coordinate engagement.

The Stakeholder Management System (SMS) is being developed to bring these capabilities together within a single platform, providing **a more connected approach to stakeholder management.**

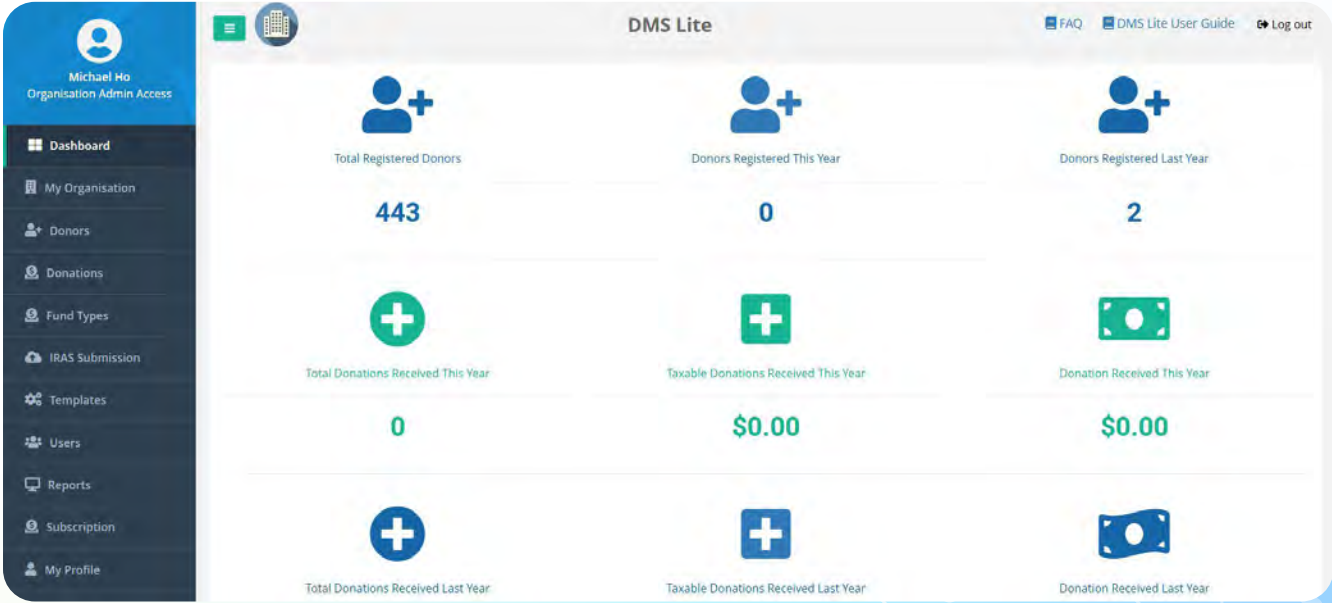


SMS builds on capabilities developed through DCC's existing solutions, including **DMS Lite, a donor and donation management solution co-developed with the Inland Revenue Authority of Singapore (IRAS)** that enables charities to manage donation records and facilitate tax-deductible donation submissions.

Over time, these capabilities will be progressively integrated within a broader stakeholder management platform, creating a foundation for more coordinated and data-enabled stakeholder engagement across the charity sector.



SMS - Stakeholder Management System Interface



DMS Lite Interface



BoardLite

Co-developed with Better.sg, BoardLite supports charities in managing board and committee activities through a structured digital environment.

Board papers, meeting records, decisions, and follow-up actions can often be distributed across emails, shared folders, and multiple document repositories. BoardLite brings these activities together to support more organised governance processes and clearer accountability.



RiskTrack

(In development)

RiskTrack is being developed to support a more structured and consistent approach to risk governance across charities.

RiskTrack is **designed to support the risk management lifecycle**, from identification and assessment through to mitigation, monitoring, and reporting.

Many organisations manage risks through spreadsheets or informal processes, making it difficult to maintain visibility of risks, monitor mitigation measures, and establish clear ownership and accountability.

Key Areas of Support



Risk identification and classification



Assignment of ownership and accountability



Risk assessment and prioritisation



Reporting for management and board oversight



Mitigation planning and tracking

By creating a more structured and transparent approach to risk management, RiskTrack aims to strengthen governance, organisational resilience, and informed decision-making across the sector.

BoardLite supports:



Meeting agenda planning and administration



Secure collaboration among board and committee members



Centralised management of board papers and records



Tracking of decisions and follow-up actions



Maintenance of governance records and documentation

By providing a structured environment for governance activities, BoardLite helps organisations strengthen oversight, accountability, and decision-making.

RiskTrack

by better>sg

Mani LTD

Charity Admin

Workspace

Risk Register

Admin

Audit Log

Profile

Documentation

Theme

Table

Matrix

Q Search risks by title or description...

Department: All

Category: All

Inherent rating: All

Residual rating: All

Target rating: All

Status: All

ID	Title	Department	Category	Inherent	Residual	Target	Status	
RISK-7	vservs	General	Financial	Medium	—	Low	APPR	
RISK-4	efefwe	General	Financial	High	Medium	Low	PEND	
RISK-3	test draft	General	Compliance	Medium	Medium	—	PEND	
RISK-5	test	General	Financial	Medium	—	—	PEND	
RISK-6	Gas Oil Price impacting the business	Draft	General	Compliance	Medium	Medium	—	OPEN
RISK-8	testfwef	Draft	General	Compliance	Medium	Medium	Medium	OPEN
RISK-1	loss of data due to fraudulent activity	General	Technology	High	Medium	Low	APPR	

PART FOUR

Delivering Impact



04+

01 Expanding Sector Reach and Impact

Growing Adoption Across the Sector

DCC continued to extend its reach across Singapore's charity sector, supporting more organisations in strengthening their digital capabilities and resilience through shared technology solutions.

FY2025/2026 Highlights



878
new users onboarded



4,811
total users supported



464
non-profit organisations supported

The continued growth in adoption reflects increasing confidence in shared digital infrastructure and the value of sector-wide solutions that help charities operate more securely, efficiently, and effectively.

Strengthening Cybersecurity Awareness and Resilience

As cyber threats become increasingly sophisticated, DCC continued to support charities in building stronger cybersecurity awareness and practices through targeted phishing simulation campaigns.

FY2025/2026 Highlights



4
phishing simulation campaigns conducted



5,600+
phishing simulation instances conducted



614
phishing emails correctly identified and reported

Designed around realistic and evolving threat scenarios, the simulations provided users with practical opportunities to identify and respond to potential threats in a safe learning environment.

Most significantly, phishing reporting rates improved markedly across the programme, nearly doubling over the course of the campaigns. This reflects stronger awareness among participants and provides organisations with valuable insights to further strengthen cybersecurity practices and preparedness.

Recognition for Sector Impact

In April 2026, DCC received the **Cloud – Non-Profit Organisation Award** at the *Singapore Business Review Technology Excellence Awards 2026* in collaboration with **Keppel Technology Solutions**.

The award recognised the successful delivery of Digital Workspace, a secure cloud-based digital environment that enables charities to work more effectively, collaborate seamlessly, and operate with greater confidence in a protected digital environment.

The recognition affirms the value of shared digital infrastructure in enabling charities to access enterprise-grade capabilities while strengthening cybersecurity, operational resilience, and long-term sustainability.



02 Engaging the Sector

Understanding Sector Needs

Effective sector-wide solutions begin with a clear understanding of the operational realities charities navigate every day. Throughout the year, DCC engaged charities and sector stakeholders through conversations, site visits, and sector engagements to better understand the challenges and opportunities shaping their digitalisation journeys.

These engagements provided firsthand insight into the operational realities and priorities of different organisations, while surfacing common themes across the sector, including fragmented systems, resource constraints, and the complexity of managing stakeholders, information, and workflows across disconnected platforms. The insights gathered provided valuable direction for DCC's ongoing efforts to develop solutions that address shared sector needs and strengthen collective digital capability.



Turning shared challenges into shared solutions, strengthening progress across the sector.

Co-Creating Solutions with the Sector

To translate these insights into practical solutions, DCC convened the **Charity Digital Platform Workshop** and **Workflow Automation Discovery Workshop**, bringing together charity representatives to explore how technology and shared platforms could simplify operations and improve organisational effectiveness.

Discussions focused on real-world challenges faced by charities, including manual processes, duplicated effort, fragmented information, and gaps in organisational coordination. Drawing on the experiences of practitioners, the workshops identified opportunities where shared digital solutions could deliver meaningful improvements in efficiency, effectiveness, and user experience.

The workshops also contributed directly to the development of DCC's **Stakeholder Management System (SMS)**. Feedback from participants informed key product requirements and helped prioritise capabilities that would deliver practical value to charities. This collaborative approach reflects DCC's commitment to designing with the sector, ensuring that emerging solutions are shaped by genuine needs and grounded in operational realities.



03 Catalysing Collective Action



From Alignment to Action

The **DCC Convening Workshop** held on 6 January 2026 at Temasek Shophouse was more than an engagement session. **It marked a transition point in DCC's journey: from testing the idea of a sector-led digital collective to aligning the people, governance and operating logic required to move it forward.**

Co-hosted with **Temasek Trust**, the convening brought together **over seventy charity leaders, funders, government representatives, technology partners and ecosystem stakeholders**. It gathered the Charity Convening Group, the Pro Tem Committee and the Technology Advisory Panel, and other key stakeholders in the same room to examine the sector's shared digital challenges and shape the next phase of DCC's work.

The workshop was anchored in a clear sector reality. Charities operate across multiple sub-sectors, funding mechanisms often prioritise programme outcomes over sustained investment in digital and IT capacity, and common digital needs continue to be addressed through duplicated, organisation-by-organisation efforts. DCC was positioned as a response to this market failure: a shared digital platform and convening structure that

could aggregate needs, coordinate resources and build capabilities that would otherwise be difficult for individual charities to develop alone.

Importantly, the session did not treat digital transformation as a technology project. Discussions centred on the operating conditions required for DCC to succeed: visible charity leadership, constructive engagement with sector administrators and government, sustainable funding logic, and governance guardrails that protect public trust.

The breakout discussions translated alignment into practical priorities. Participants surfaced the need for clear decision rights and milestones, differentiated contribution models based on charities' ability to pay, blended funding across grants, earned income and in-kind support, and product sequencing that would start with pragmatic entry points such as governance, productivity and access services before moving into deeper platform integration.



The presence and active participation of Temasek Trust and senior technology leaders from Microsoft, AWS and consultancies further reinforced the broader ecosystem support behind DCC. The fireside chat on why the technology sector was supporting charity-sector partnerships underscored that DCC's mandate would require not only funding, but sustained contribution of expertise, platforms and practical implementation support.

These conversations affirmed DCC's role as a by-the-sector platform. The value of DCC lies in its ability to bring the ecosystem together: connecting charities, funders, government agencies, technology partners and volunteers around shared infrastructure, shared stewardship and shared outcomes.

The convening also clarified the path ahead. Following the session, the work moved into targeted, decision-oriented working sessions to translate the shared direction into concrete governance, funding and delivery outcomes. BoardLite, co-developed with Better.sg, was introduced as the collaboration platform for the next phase, with convening participants invited to pilot the tool and support broader peer engagement.

The workshop affirmed and deepened the collective commitment to realising the potential of DCC, strengthening confidence that DCC was not being built for the sector, but with the sector.

This was the significance of 6 January: it converted connection into commitment. It moved DCC from concept to collective ownership and set the conditions for the formal establishment of The Digital Capital Collective Ltd. on 1 April 2026.



Addressing participants, Mr Desmond Kuek, Chief Executive Officer of Temasek Trust and DCC Sponsor, reflected on both the opportunities and responsibilities brought about by rapid technological change. He reminded the room that digital capability must ultimately serve human purpose: **"Digital is a form of capital. Used with intent, it becomes part of the infrastructure that allows compassion to scale, with precision and purpose."** This captured the spirit of DCC's broader purpose: building shared digital capability not for technology's sake, but to strengthen the sector's ability to serve with greater coherence, resilience and impact.



DCC Convening Workshop at Temasek Shophouse on 6 January 2026, bringing together charity leaders, funders, government representatives, technology partners and ecosystem stakeholders to advance a shared digital capability agenda for the charity sector.

04 Voices from the Sector

Supporting a Growing Network of Organisations

Today, DCC supports a growing network of charities and non-profit organisations across Singapore, spanning diverse causes, missions, and communities.



The breadth of organisations served reflects growing confidence in shared digital solutions and DCC's role in strengthening organisational capability, resilience, and long-term sustainability across the sector.

“The Digital Workspace (DW) solution through DCC has been beneficial in enabling a more flexible, secure, and reliable way of working. It provides our users with accessible digital work environments while supporting organisational control over data, applications, and collaboration within the Microsoft ecosystem. Overall, DW has been a practical enabler of our organisation’s digital transformation journey.”



Gary Liang, Director, Corporate Services & Data Protection Officer,
Singapore Children's Society



“At EQUAL, cybersecurity is part of being a responsible organisation and protecting the trust others place in us. Over the past 12 months, the phishing awareness campaign has helped make cyber awareness practical and relevant for our team.

The regular simulations kept cybersecurity front of mind and helped staff become more alert to how phishing risks can show up in their day-to-day work. Just as importantly, the campaign gave us useful insights into where we could continue strengthening awareness. It has been a practical and effective way to build greater cyber vigilance across EQUAL.



Elaine Chen, CEO,
EQUAL-ARK Singapore Ltd



“This year marks the sixth year of working together, during which The Digital Capital Collective—rebranded earlier this year from iShine Cloud—has consistently been providing a high standard of service to MINDS. More than an IT service provider, the team has demonstrated a strong understanding of MINDS’ mission and continues to be a trusted partner. Their technical expertise, responsiveness and reliable support have been instrumental in strengthening our digital capabilities, supporting our growth, and enhancing the way we serve the intellectually disabled community in Singapore.



Benson Khng, Head of Operations Technology,
Movement for the Intellectually Disabled of Singapore (MINDS)



“As a small charity without an in-house IT team, the National Arthritis Foundation relies heavily on simple, secure, and well-supported digital solutions. Our adoption of Digital Workspace (DW) from DCC (formerly iShine Cloud Limited), including its integration with Microsoft SharePoint, has significantly improved the way we work.

The SharePoint platform has made it much easier for our team to store, organise, and access documents in a centralised and secure manner. This has been especially valuable for a small organisation like ours, where efficient file sharing and version control are essential. It has reduced our reliance on email attachments and minimised confusion over different document versions.

In addition to DW, the use of the HRMS system, JustLogin, and the accounting platform, QuickBooks, has greatly simplified our HR and financial processes. These platforms are user-friendly and intuitive, making tasks such as payroll processing, leave management, and accounting work more efficient, convenient, and manageable for our team.

DW has also enabled smoother collaboration across our organisation, whether working in the office or remotely. With limited internal IT resources, having a managed digital workspace with reliable support has allowed us to focus on our core mission—supporting individuals affected by arthritis—rather than managing technical challenges.

The DCC team has also provided excellent support by being consistently efficient, responsive, and prompt in addressing our enquiries and resolving issues. Their smooth onboarding process, timely assistance, and professional guidance have given us confidence in adopting and using digital solutions effectively.

Overall, DW and DCC’s suite of digital solutions has strengthened our operational efficiency, streamlined our day-to-day processes, and empowered us to embrace digital transformation with greater confidence. We are grateful for DCC’s strong partnership and look forward to continuing this meaningful collaboration.



Serene Ng, Manager, Programmes & Operations,
National Arthritis Foundation



05 Looking Ahead

FY2025/2026 marked a significant milestone in the organisation’s journey, culminating in the establishment of The Digital Capital Collective and the start of a new chapter for the sector.

The progress reflected throughout this report was made possible through the collective efforts of charities, funders, government agencies, technology partners, and many individuals who share **a common belief: that some challenges are best addressed together.**

As DCC takes on its expanded mandate, the organisation remains committed to stewarding the resources, partnerships, and trust placed in it by the sector. This responsibility extends beyond delivering solutions—it includes ensuring strong governance, sound oversight, and accountable leadership in support of the sector’s long-term interests.

The following section outlines the governance structures, leadership, and stewardship practices that underpin DCC’s work and support its continued development as a trusted sector institution.



PART FIVE

Stewardship and Governance



Governance and Leadership

The transition to The Digital Capital Collective is supported by a refreshed governance structure that brings together both continuing and newly appointed Board members. This blend of continuity and renewal strengthens DCC’s ability to provide effective governance, uphold accountability, and support the organisation’s long-term development as a trusted sector institution.

01 Board of Directors

The Board of Directors provides strategic direction and oversight of the organisation’s activities, ensuring that DCC remains aligned with its vision, mission, and governance responsibilities. All Board Directors serve in an independent and voluntary capacity and do not receive remuneration for their services.



Seah Chin Siong
Chairman

Board Director
Appointment:
7 December 2017

Chairman
Appointment:
1 April 2024

3/3 meetings

Current occupation:
Former President
& CEO, Singapore
Institute of
Management



Lam Chee Weng
Deputy Chairman

Board Director
Appointment:
17 July 2019

Deputy Chairman
Appointment:
1 April 2024

Cessation:
15 April 2026

3/3 meetings

Current occupation:
CEO, Singapore
Pools (Private)
Limited



Chandra
Mohan K Nair
Board Director

Appointment:
2 February 2018

2/3 meetings

Current occupation:
Partner, Tan Rajah
& Cheah



Tan Soo Kiang
Board Director

Appointment:
2 February 2018

3/3 meetings

Current occupation:
Retiree



Lawrence Ang
Board Director

Board
Appointment:
11 November 2022

Cessation:
13 February 2026

CEO Appointment:
2 March 2026

2/2 meetings

Current occupation:
CEO, The Digital
Capital Collective
Ltd.



Lee Joon Seong
Board Director

Appointment:
1 April 2024

3/3 meetings

Current occupation:
Senior Managing
Director, Accenture



Sam Wong
Board Director

Appointment:
1 October 2024

3/3 meetings

Current occupation:
Managing Partner,
Aligence Pte Ltd
Board Member,
Maxwell Chambers
Pte Ltd



Ang Bee Lian
Board Director

Appointment:
1 October 2024

3/3 meetings

Current occupation:
Senior Adviser,
Ministry of Social
and Family
Development



Wong Wai Meng
Board Director

Appointment:
1 October 2024

2/3 meetings

Current occupation:
CEO, Keppel Data
Centres



Christian Chao
Board Director

Appointment:
1 April 2026

Current occupation:
CEO, Care Corner
Singapore Ltd



James Tan
Board Director

Appointment:
1 April 2026

Current occupation:
CEO, TOUCH
Community
Services



Felicia Wee
Board Director

Appointment:
1 April 2026

Current occupation:
Deputy Executive
Director, Metta
Welfare Association



Tanguy Lim
Board Director

Appointment:
1 April 2026

Current occupation:
CEO, Pro Bono SG



Kelvin Koh
Board Director

Appointment:
1 April 2026

Current occupation:
CEO, MINDS



Tan Kwang
Cheak
Board Director

Appointment:
1 April 2026

Current occupation:
CEO, Singapore
Cancer Society

02 Board of Committees

To support the Board in carrying out its responsibilities, specific functions are delegated to Board Committees. Each Committee operates under Terms of Reference approved by the Board and provides focused oversight across key areas of governance and organisational stewardship.

Nomination Committee Oversees Board composition, succession planning, and director appointments to ensure an effective mix of skills, experience, and perspectives.	Ms Ang Bee Lian – Chairperson Appointment: 1 May 2026 Mr Seah Chin Siong – Chairperson Cessation: 30 April 2026 Mr Chandra Mohan K Nair – Member Mr Lam Chee Weng – Member Cessation: 15 April 2026 Mr Tanguy Lim – Member Appointment: 1 April 2026
Audit and Risk Committee Provides oversight of audit matters, internal controls, risk management, and compliance with applicable laws and regulations.	Mr Lee Joon Seong – Chairperson Appointment: 1 May 2026 Mr Seah Chin Siong – Chairperson Cessation: 30 April 2026 Mr Tan Soo Kiang – Member Mr Lawrence Ang – Member Cessation: 13 February 2026 Ms Ang Bee Lian – Member Ms Felicia Wee – Member Appointment: 1 April 2026

Finance Committee

Supports the Board in ensuring prudent financial management, effective oversight of financial resources, and the long-term sustainability of the organisation.

Mr Sam Wong – Chairperson

Mr Lam Chee Weng – Member
Cessation: 15 April 2026

Mr James Tan – Member
Appointment: 1 April 2026

Mr Kelvin Koh – Member
Appointment: 1 May 2026

Technology Advisory Committee

Provides strategic guidance on technology-related matters and supports the Board in overseeing DCC's products, services, and technology strategy.

Mr Lawrence Ang – Chairperson
Cessation: 13 February 2026

Mr Wong Wai Meng
Member – Appointment: 1 October 2024
Chairperson – Appointment: 1 April 2026

Mr Lee Joon Seong – Member

Mr Christian Chao – Member
Appointment: 1 April 2026

Ms Angela Ang – Member

Ms Wendy Chandra – Member

Human Resources Committee

(Established effective 1 May 2026)

Provides oversight of talent development, workforce planning, succession management, and organisational capability to ensure DCC maintains the workforce and leadership capacity required to achieve its objectives.

Mr Tan Kwang Cheak – Chairperson
Appointment: 1 May 2026

Mr Kelvin Koh – Member
Appointment: 1 May 2026

Ms Felicia Wee – Member
Appointment: 1 May 2026

03

Organisation
Structure



04

Corporate
Information

The Digital Capital Collective Ltd. (“DCC”), formerly known as iShine Cloud Limited, was incorporated on 7 December 2017 under the Companies Act (Cap. 50) as a public company limited by guarantee.

DCC is a registered charity governed by its Constitution and complies with the Tier 2 requirements of the Code of Governance (the “Code”) issued by the Charity Council.

Members of DCC

Mr Koh Choon Hui
Mr Seah Chin Siong
Mr Lam Chee Weng

External Auditors

KPMG LLP

Principal Banker

DBS Bank Limited

Company Secretary

Ms Catherine Lim

Charity Status

Charity Registration No.
201735206Z

Charity Registration Date
23 April 2018

IPC (Institution of a Public Character)
status accorded since 26 January 2022

Constitution

Company Limited by Guarantee
Incorporation Date: 7 December 2017
UEN No. 201735206Z

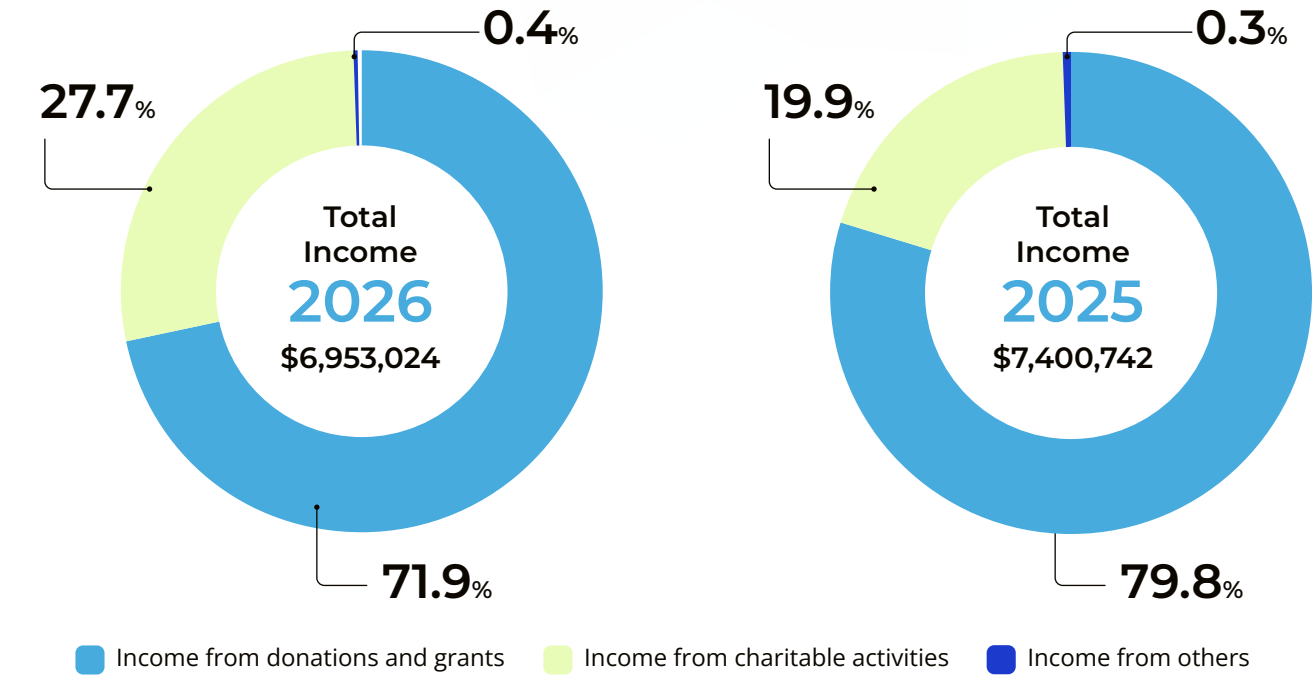
Registered Address

210 Middle Road, #01-01, Singapore Pools
Building, Singapore 188994
Tel: 6786 1138
Email: contact@thedcc.org.sg
Website: thedigitalcapitalcollective.org.sg

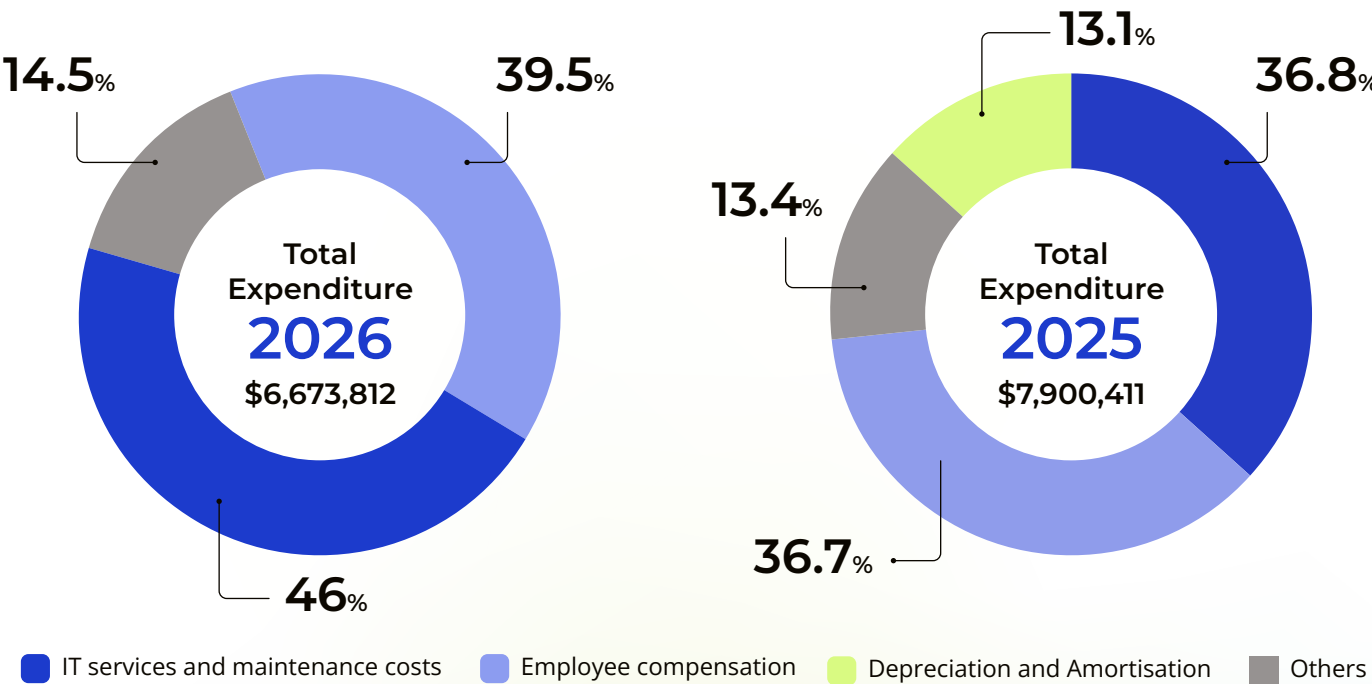
05 Financial Summary

Statement of Financial Activities
For the year ended 31 March 2026

Income



Expenditure



Statement of Financial Position
As at 31 March 2026

	2026	2025
	\$	\$
Non-current assets		
Plant and equipment	-	-
Intangible assets	-	-
Current assets		
Trade and other receivables	425,827	329,520
Amount due from a related party	276,341	-
GST receivables	59,809	31,175
Prepayments	154,159	121,892
Cash and cash equivalents	3,377,612	3,057,084
	4,293,748	3,539,671
Total assets	4,293,748	3,539,671
Non-current liability		
Deferred capital grant	-	-
Current liabilities		
Grant from NCSS – restricted	426,400	505,961
Other payables	1,823,292	1,263,162
Amount due to a related party	-	165,237
Contract liabilities	294,897	135,364
	2,544,589	2,069,724
Total liabilities	2,544,589	2,069,724
Net assets	1,749,159	1,469,947
Funds		
General funds, representing total funds	1,749,159	1,469,947

Reserves Policy: DCC has a reserves policy to ensure adequate funds are available to support long-term financial needs and future plans. DCC is working towards building a reserve equivalent to six months of annual expenditure to support the continuity of operations and provide for contingencies.

06 Governance Evaluation Checklist (Tier 2)

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	2.3	Yes		2

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 2: The charity has an effective Board and Management.					
7	* 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

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 2: The charity has an effective Board and Management.					
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		
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	2.9d	Yes		2

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 2: The charity has an effective Board and Management.					
14	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	Yes		2
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

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 4: The charity is well-managed and plans for the future.					
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	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

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 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	No	DCC is operated by staff seconded from SPPL and hence does not directly employ staff under its own administration.	0
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	Details of the remuneration will be disclosed in DCC's Financial Statements (as per past years) and there is no paid staff who is in close relationship to Board members.	2

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 5: The charity is accountable and transparent.					
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 = (Total Score/Full Marks of 76) x 100%					97%

Conflict of Interest Statement and Whistleblowing Policy

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has established documented procedures for Board members and staff to declare actual or potential conflicts of interest on a regular and as-needed basis. Board members also abstain from participating in decision-making on matters where they have a conflict of interest.

The charity has also established a whistleblowing policy to provide a channel for raising concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

