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# SING'THEATRE ANNUAL REPORT

2024

We are committed to bringing  
music and theatre  
to everyone.

SING'THEATRE

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# About Us

## Charity's Objectives

**Our Mission & Purpose is to Perform for a better society**

By producing & promoting musical revues and shows that open social dialogues in the Singaporean community and promote multicultural interaction

By making Music and theatre universally accessible especially in hospitals, reaching out in particular to the most isolated and underprivileged people

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

## Vision

Our objective is to be a creative platform that uses Music and Theatre to create an inspiring future and a better world!

## 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

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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**

Kreston Helmi Talib PAC (Previously Helmi Talib LLP)

## **Members**

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

Website: [www.singtheatre.com](http://www.singtheatre.com)

Email: [info@singtheatre.com](mailto:info@singtheatre.com)

# Message

*from the Chair*



## **2024, what a year to remember!**

From bold musical adventures to a flourishing academy and the continued magic of our community outreach, Sing'theatre has kept its rhythm strong and its heart wide open. We took creative risks, discovered fresh talent, and deepened our impact, on stage and beyond. Here's a look back at some of the standout moments that made this year so special:

- **April 2024:** We opened the season with a bang, and a bite, with *Little Shop of Horrors* at SOTA. This beloved off-Broadway hit was reimagined with a brilliant local cast, showcasing rising stars like Tony Tong and recent Lasalle graduates. While the box office didn't match the glowing reviews, the artistic achievement and audience praise proved it was a show worth every note.
- **June 2024:** Our *Grease* revival had audiences tapping their feet and humming along at Goodman Arts Centre. Led by our Showstoppers Ensemble -adult performers selected through auditions and trained under the Sing'theatre Academy- this production was a joyful celebration of raw talent, big hair, and boundless energy. The house was almost full, and the love from the audience was even fuller.
- **October 2024:** To launch our Academy's 10th anniversary celebrations, *Best of Broadway* hit all the right notes at Gateway Theatre. With songs from *RENT* to *GREASE*, the performance brought together Showstoppers alumni and current students in a vibrant showcase of past, present, and future talent. It was a heartfelt homage to the musicals that have shaped us.
- **December 2024:** The 5th edition of Singathon broke every record...and filled every heart. With 12 continuous hours of live performances, 190 singers, and a stunning \$95,771 raised, this Giving Week marathon proved just how powerful music can be when a community comes together. We sang, we danced, we streamed, we cheered...and we crushed our fundraising goal by more than 50%!

And let's not forget the soul of Sing'theatre, our Community Outreach Programmes. In hospitals and public spaces across the island, our performers brought music, smiles, and comfort to over 10,200 people. From joyful lunchtime concerts to tender bedside serenades, our outreach reached deeper and wider than ever before.

This year's achievements would not have been possible without the support of our extended Sing'theatre family: you, our audience, donors, sponsors, and volunteers, your belief in what we do fuels our creativity and keeps our mission alive.

A standing ovation goes to our phenomenal team: Nathalie, TJ, Syah, Alice, and everyone behind the scenes. You bring so much heart to everything you do. To all of you who shared in our journey this year, thank you!

Stay bold. Stay musical. Stay magical.

With heartfelt gratitude  
Stephan Repkow

# Message

*from the Executive Director*



2024 has been a remarkable year for Sing'theatre marked by both artistic milestones and meaningful community impact — most notably, the celebration of Sing'theatre Academy 10th anniversary.

Over the course of the year, we proudly presented two full-scale musicals, one concert, and our beloved annual fundraising event. Our students once again demonstrated their dedication and talent, with special mention to our adult ensemble, the Showstoppers, who delivered a sold-out run of the Broadway classic GREASE, making us incredibly proud.

Beyond the stage, our community outreach programs continued to grow in reach and impact. We delivered over 300 hours of live music to underserved communities, touching the lives of more than 10,200 people in hospitals and community spaces. Highlights include:

- 14 lobby concerts for patients at Tan Tock Seng Hospital and National University Hospital
- 125 bedside performances, bringing music and comfort directly to patients
- Singing classes offered to vulnerable communities, particularly Foreign Domestic Workers

We ended the year on a high note with Singathon, our annual fundraising concert held during Giving Week, organised by the National Volunteer & Philanthropy Centre (NVPC). This incredible event brought together 190 volunteer performers for 12 continuous hours of live music, both in-person and streamed live on YouTube. Thanks to their dedication and the generosity of our supporters, we raised a record-breaking S\$95,000.

None of this would have been possible without our extraordinary team — passionate, dedicated, and tireless in their efforts. My heartfelt thanks go out to each and every one of them.

I also wish to extend my deepest appreciation to the Cultural Matching Fund, as well as our private and corporate donors, whose generous support sustains and inspires our work.

Finally, I am profoundly grateful to our Board of Directors for their steadfast support and visionary guidance throughout the year.

We look forward to another exciting chapter in 2025, as we continue to grow our impact through the power of musical theatre.

Musically Yours  
Nathalie Ribette

# BOARD OF DIRECTORS

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

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** - Director, Member Remuneration Committee and Finance & Audit Committee

Francois has been in business in Asia for over 30 years and has made Singapore his 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 organisations in Singapore.

# BOARD OF DIRECTORS

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**Rebecca Chan** - Director, Member 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

# BOARD OF DIRECTORS

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## **Marine Queniat Stojanovic – Director**

Marine Queniat Stojanovic is the CEO of Granate Health, a healthcare advisory firm based in Singapore. She brings over 20 years of senior leadership experience in the global pharmaceutical and healthcare industry, where she led commercial organisations and digital transformations across Europe and Asia.

She has lived in Singapore since 2014 and was named as “Executive of the Year – Pharmaceuticals” at the 2021 Singapore Business Review Management Excellence Awards. She is an experienced Board Member, with a Senior Director Accreditation from SID (Singapore Institute of Directors), and she also serves on the Board of the French Chamber of Commerce in Singapore.

# ADVISORS

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## **Bruno Alen-Lebon** - Advisor

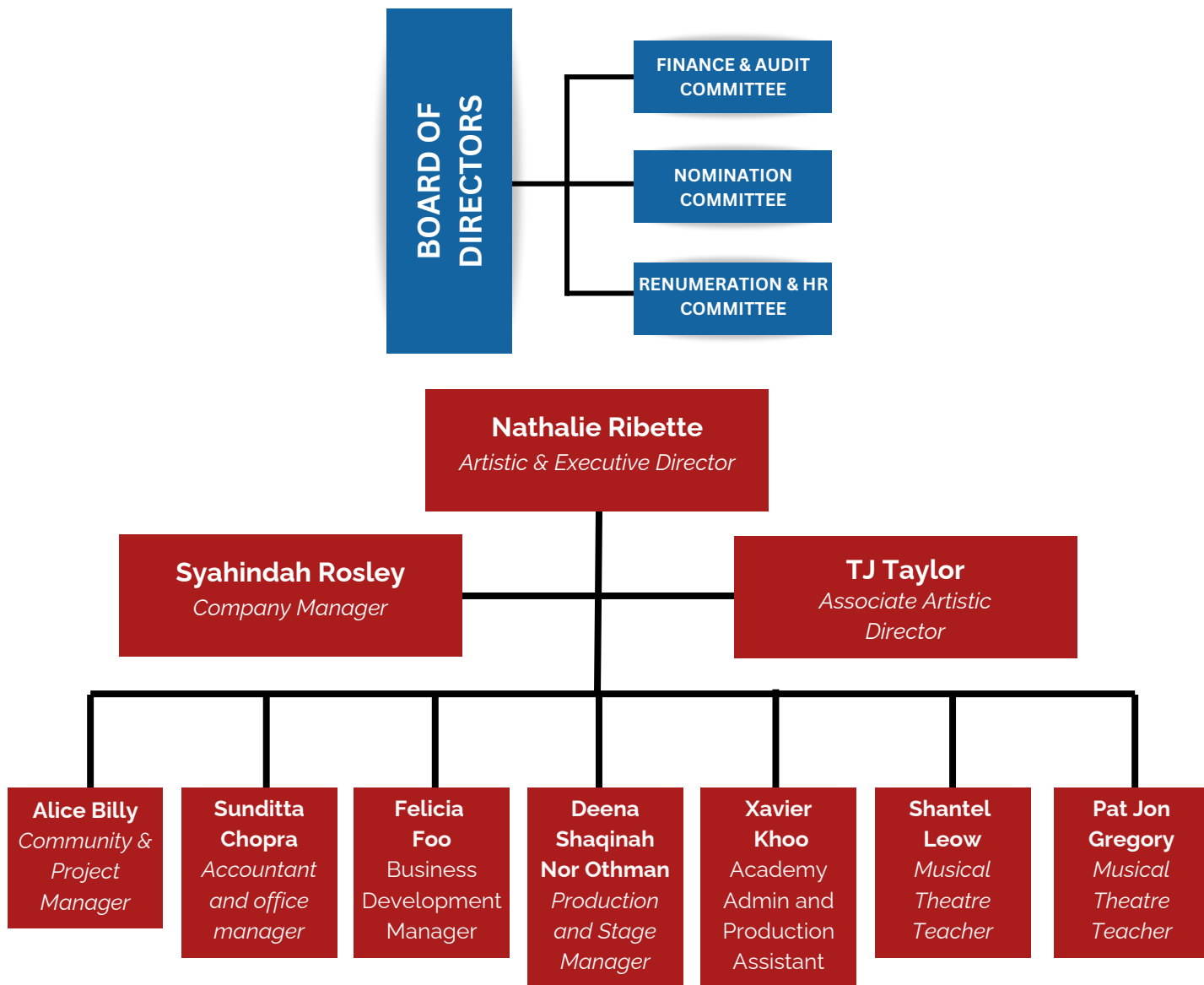
Bruno has been teaching Drama & languages at ISS International School, Singapore for the last 18 years. He has a master's degree in Elizabethan drama and linguistics and has worked for the French Ministry of Education and the Alliance Française in Sydney and Singapore. He is also a member of MTI Broadway teachers' group that promotes Musical Theatre for education in secondary schools. He is also a presenter for the Earcos group, specialising in the healing power of musical theatre towards the underprivileged communities in the region.



## **T Taylor** - Advisor

TJ has been a champion of the Singapore musical theatre community for the last 12 years. Over that time, he has directed, produced, and performed in many professional shows, including Little Shop of Horrors, End of the Rainbow, and Quasimodo. TJ has worked with most of the top local theatre and production companies, including Pangdemonium, Sing'theatre, SRT, Base Entertainment, Universal Studios, and LaSalle College of the Arts. TJ was the proud Associate Artistic Director of Sing'theatre, a local musical theatre production company, where he was headteacher of the successful musical theatre academy training. TJ is now Head of Drama at Tanglin Trust Junior School and alongside this he is the host of Singapore's only dedicated theatre podcast A Spoonful of Theatre.

# ORGANISATION STRUCTURE



## Management & Staff

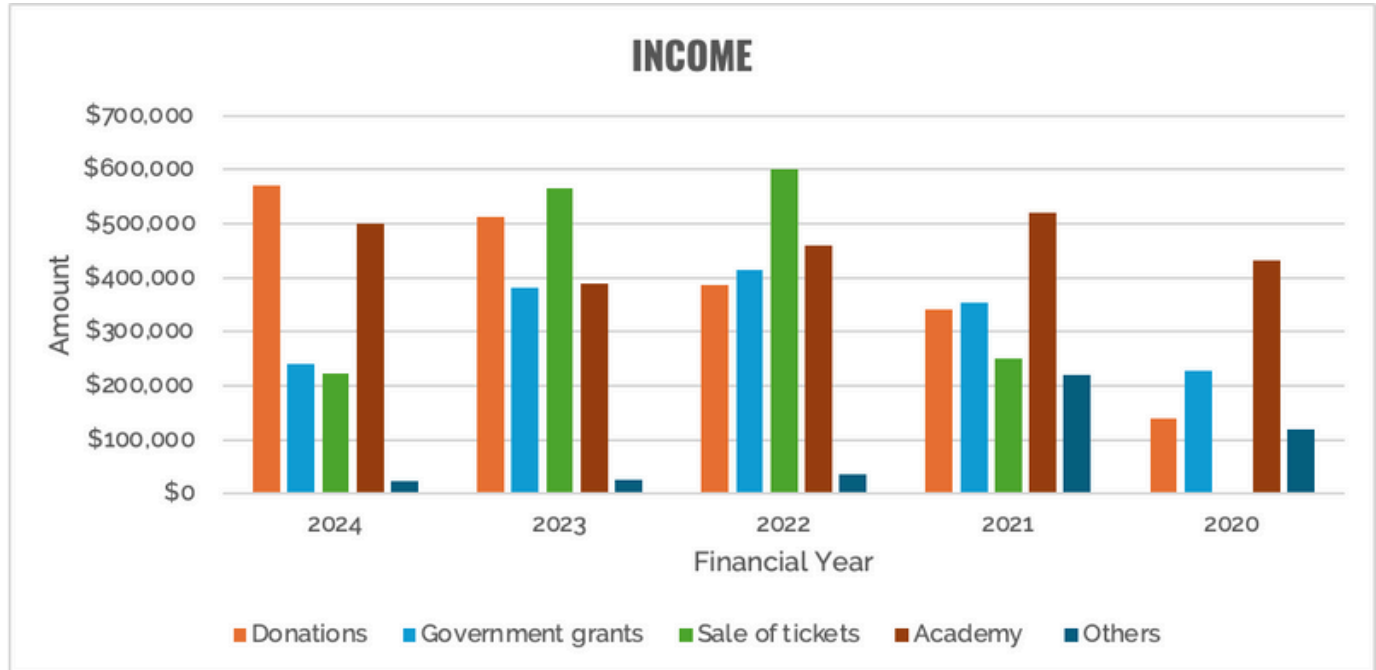
The Sing'theatre team is led by its Founder, Nathalie Ribette, who oversees all three pillars of Sing'theatre: Production, Community Outreach, and Academy. Nathalie is responsible for the artistic direction, fundraising, company development, and team management.

Nathalie is supported by Syahindah Rosley (Company Manager) and TJ Taylor (Associate Artistic Director). Syahindah oversees the Community Outreach and Production pillars, as well as all marketing and communications. She also manages the Academy alongside TJ, who is the head musical theatre teacher, writer, and director of Academy shows, and is in charge of Academy development and client servicing.

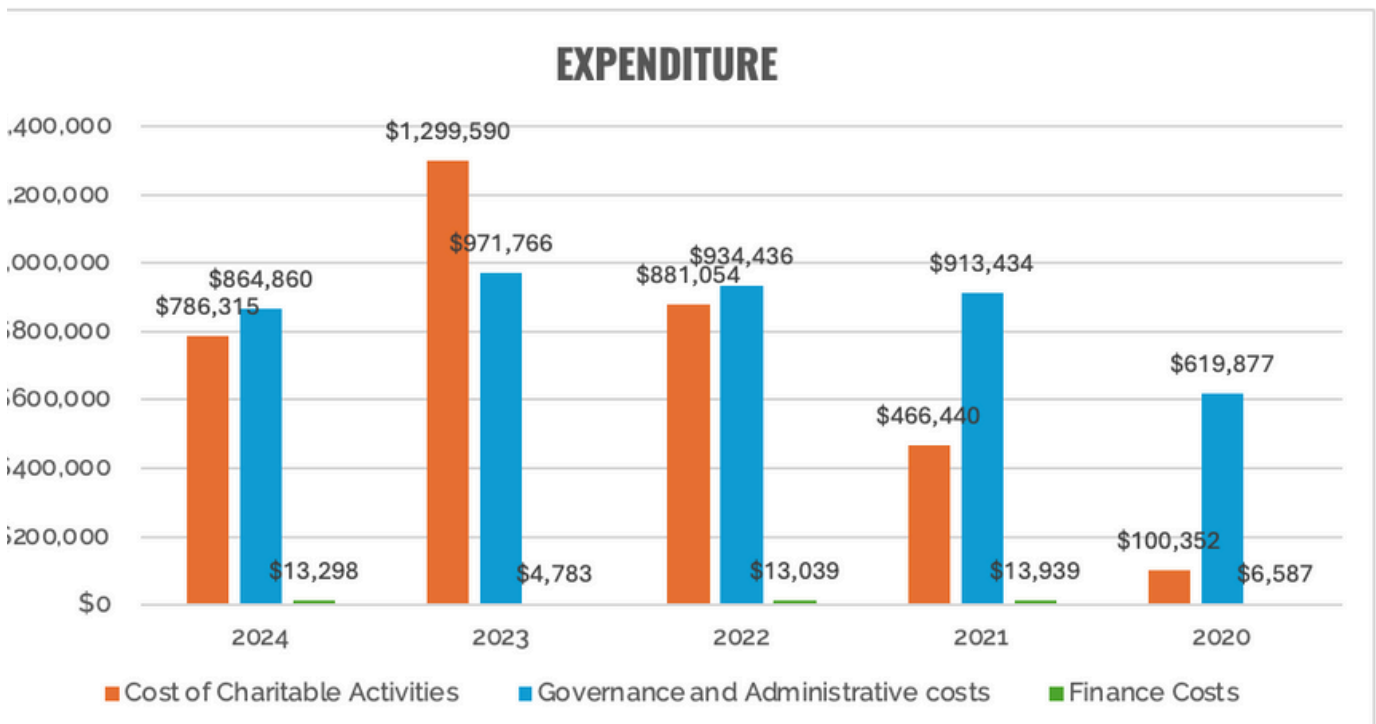
In July 2024, TJ Taylor left the company, and Nathalie Ribette took over as head of Academy. In October 2024, Syahindah Rosley also left, and Alice Billy assumed her position.

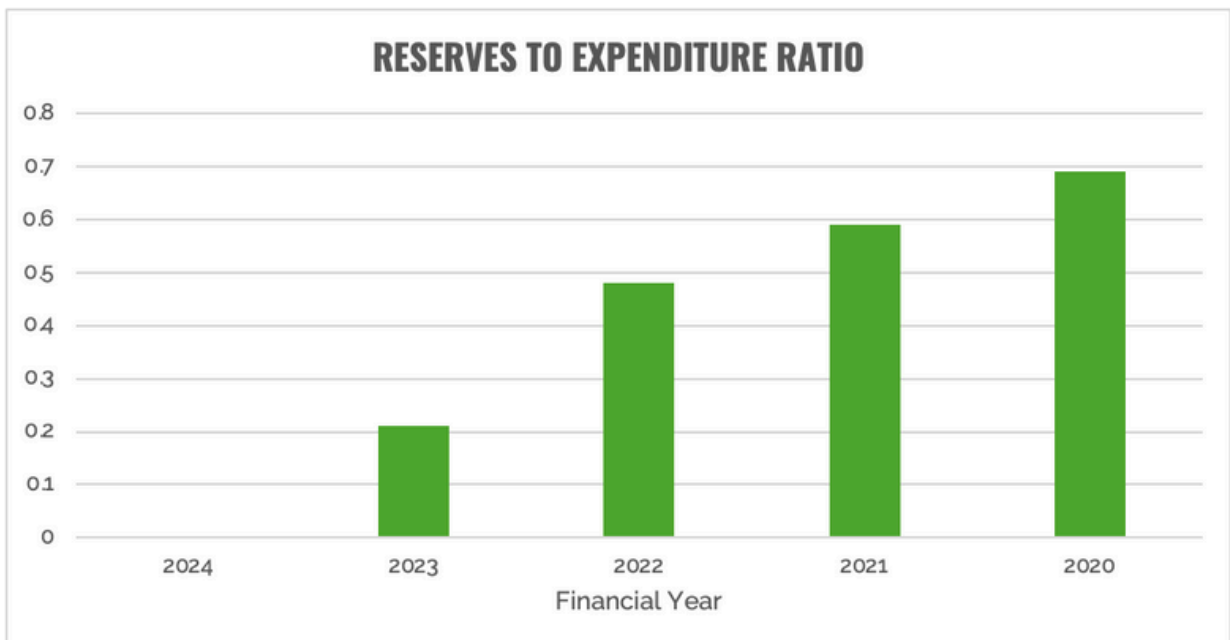
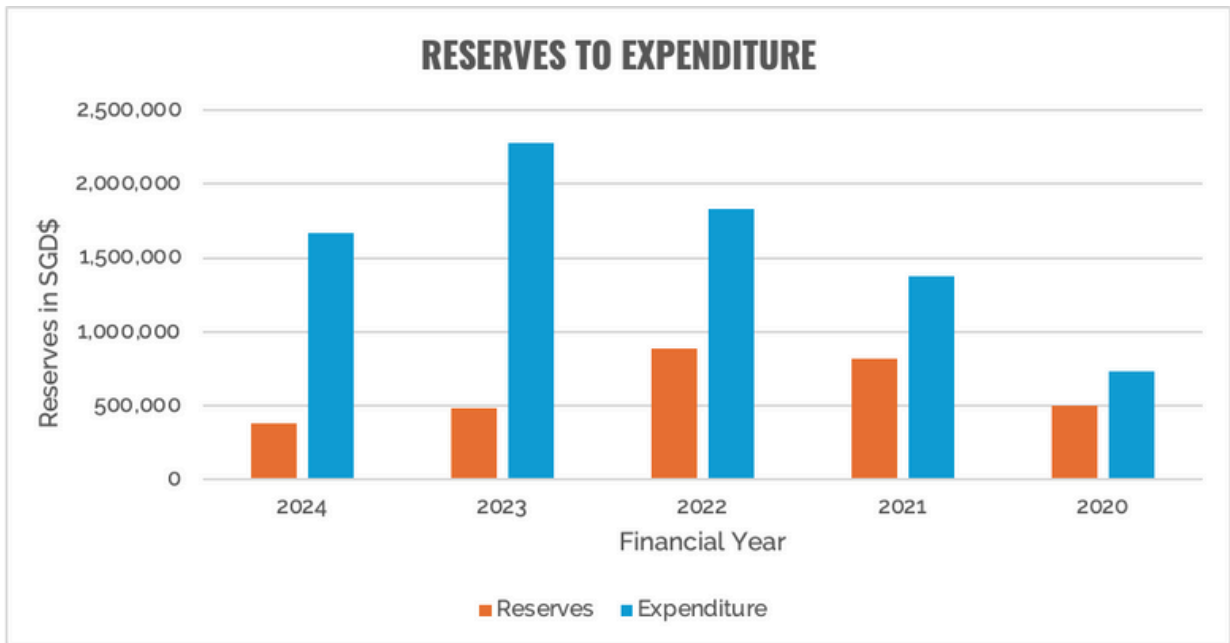
In addition to its full-time staff, Sing'theatre employs interns during busy periods and is assisted by volunteers as needed.

# HIGHLIGHTS OF THE YEAR



Income in SGD	2024	2023	2022	2021	2020
<u>Donations</u>	\$ 571,138	\$ 512,648	\$ 386,756	\$ 342,297	\$ 138,885
<u>Government grant</u>	\$ 240,319	\$ 382,099	\$ 414,087	\$ 355,192	\$ 227,193
<u>Sale of tickets</u>	\$ 222,587	\$ 573,520	\$ 600,521	\$ 251,365	\$ 1,290
<u>Academy</u>	\$ 499,260	\$ 389,711	\$ 461,207	\$ 520,338	\$ 432,806
<u>Others</u>	\$ 25,039	\$ 26,790	\$ 36,578	\$ 219,751	\$ 118,663





Reserves refers to unrestricted funds.

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

### Summary Financial Performance

	2024	2023
<b>Revenue</b>	<b>\$1,558,343</b>	<b>\$1,877,551</b>
<b>Expenditure</b>	<b>\$1,664,473</b>	<b>\$2,276,139</b>

TOur expenditure decreased significantly in 2024 as we had only one medium scale show and reduced our staff by half in the second half of the year.

Revenue in 2024 was lower compared to 2023, primarily because we had only one production in 2024 versus two productions in 2023, which included the biggest production we have ever presented, "Cabaret".

**Major Financial transactions**

The lease on one of our studio spaces #02-06 Heritage Place was not renewed effective 1st August 2024.

The company was also de-registered for GST with IRAS effective August 2024.

**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

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# PRODUCTION

In 2024, we presented 2 musicals, 1 concert & our annual fundraising concert

## LITTLE SHOP OF HORRORS

In April we presented "*Little Shop of Horrors!*" at SOTA Drama Theatre. With this production, we aimed to showcase one of the longest-running off-Broadway musicals with a local cast, making Singapore proud of its artists. We achieved this goal, as the reviews and feedback were phenomenal

"Sing'theatre's Little Shop of Horrors will leave you with a renewed sense of pride in our local arts community"

- Beverly Anne Devakishen, SG Magazine

"Stellar vocals and comedic timing in Little Shop Of Horrors"

- Charmaine Lim, The Straits Times

This show marked the professional debut of Tony Tong (the Voice of Audrey II), and we also had the opportunity to cast recent graduates from Lasalle College of the Arts, including Benjamin Koh in a lead role.



In total, **4,111 people** watched the show. However, despite the rave reviews, ticket sales were low, and we were only able to sell 3,258 tickets (39% occupancy), resulting in a significant loss for the company.



## GREASE

In June 2024, we produced the musical **Grease at Goodman Arts Centre Black Box**. Directed by our associate artistic director TJ Taylor, the production was brought to life by the Sing'theatre Academy's Showstoppers Ensemble.

This dynamic group of adult performers was selected through a rigorous audition process, ensuring a cast of exceptional talent and dedication.



The Showstoppers Ensemble represents the next generation of musical theatre talent in Singapore. Through extensive training and creative collaboration, they delivered performances filled with heart and flair. The show was well-received, with 560 audience members in attendance, achieving an 87.5% occupancy rate, and garnering great feedback from the attendees.

## BEST OF BROADWAY



In October 2024, to kickstart the celebration of Sing'theatre Academy's 10th anniversary, we proudly produced **"Best of Broadway"** a vibrant homage to the magic of musical theatre. Held at the Gateway Theatre Black Box and directed by TJ Taylor, the concert showcased a diverse array of songs from both classic and contemporary musicals.

From the heartfelt ballads of RENT to the high-energy numbers of GREASE, the show took the audience on an unforgettable journey that resonated with long-time musical theatre enthusiasts and newcomers alike. The performance featured talented alumni and current students from seven years of the Showstoppers program. The concert was well-attended, with 314 audience members, resulting in a 78% occupancy rate.

*"Thank you for being your amazing passionate selves on stage and off. I feel so incredibly grateful and amazed to witness what this community has become. God knew how much my heart needed the people in Showstoppers when I first googled for adult musical theatre class with a tiny wish to be onstage again after watching Lala Land (LOL), and He gave me the adventure of a lifetime... Thank you for being part of the magic!"* – **Sharon Mah, Showstopper & Professional theatre actress**



## SINGATHON 2024.

Singathon has blossomed into a cherished annual event for Sing'theatre, riding high on the success of previous editions. On 1 December 2024, during the Giving Week organised by NVPC, we proudly hosted the 5th—and most successful—edition of Singathon at the International French School. The event was aimed at raising funds for Sing'theatre Community Outreach Programmes in 2025.

From 10 am to 10 pm, singers from all walks of life, age, and race took turn every 20 minutes to perform all music styles, reflecting the multi-ethnic and multi-cultural aspects of Singaporean society.

This spectacular event showcased the talent of 190 voluntary performers who delivered 38 captivating performances over 12 continuous hours of live music. We had local talents such as Vanessa Kee, Fauzi, Aziz, Nadya Zaheer, Danny Koh & Maya Raisha who came together to raise funds for our cause. The concert was also streamed on YouTube to widen its reach and raise funds for Sing'theatre. Alongside the online audience, we had the pleasure of a live audience cheering on the performers.

Our efforts culminated in a record-breaking achievement: we raised **\$95,771** from over 440 generous donors—the highest amount we have ever raised and crushing our \$60,000 target!



# COMMUNITY OUTREACH

At *Sing'theatre*, we have brought live music and theatre to those who have limited access to it, through our community outreach programs since June 2013.

Our outreach programmes are aimed at:

- **Bringing Quality Music to those who have limited access to it:** We provide music to those who are sick such as patients in public hospitals or unable to afford concert tickets.
- **Introducing New Artistic Horizons:** Patients, their families, and caregivers experience & discover various music genres.
- **Harnessing the Power of Music:** Music brings people together, conveys emotions, rekindles memories, and provides energy and strength.



## OUR PROGRAMMES IN THE HOSPITALS

- **Once Upon a Song:** Monthly lunchtime concerts at Tan Tock Seng Hospital, providing a musical break for healthcare workers and patients. Concerts were held on every last Monday of the month.
- **Sing Me a Story:** Weekly musical performances for young patients at KK Women's (from March 2024) and Children's Hospital and National University Hospital, bringing joy and escapism to children in difficult situations.
- **Melody at the Wards:** Bi-weekly bedside and lobby concerts across Singapore's hospitals, spreading warmth and community spirit through live music. The hospitals we are going to are Changi General Hospital, National University Hospital, Outram Community Hospital, Sengkang Community Hospital, Singapore General Hospital, and Tan Tock Seng Hospital.

# COMMUNITY OUTREACH



*"It's a very thoughtful gesture that's good to cheer up the kids, especially those staying in hospital for a longer period. It was a nice birthday surprise for my daughter too!"*

– Aisyah, KKH caregiver

## OUR ACHIEVEMENTS IN 2024.

### **We produced:**

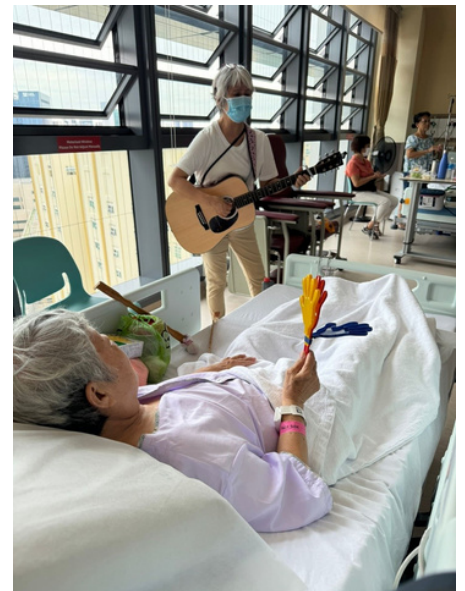
- 14 lobby concerts for patients at Tan Tock Seng and National University Hospitals
- 125 ward visits for children and adults across various hospitals

**Our Impact:** We reached over 10,200 people through live music in hospitals and community spaces.

- 4,890 patients directly benefiting from bedside and ward performances
- 1,420 members of the public engaged through lobby concerts and events

### **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)
- Foreign Domestic Workers



*"I like the Princess and Wonder Boy because they make me happy and brighten my day. They were very kind"* – Arissa, KKH patient



**MUSICFEST 2024.**

MusicFest@SGH is an annual event featuring live music at Singapore General Hospital, bringing joy and energy to patients, staff, and visitors.

**Since 2013**, MusicFest@SGH has been a day filled with live music across SGH institutions, aimed at uplifting the spirits of those undergoing treatment and everyone else on the hospital campus. Conceived with the belief that music can stimulate the senses, heal, uplift, and enhance the recovery journey, this event fills the busy corridors, wards, and common spaces of SGH with music from various genres and languages.

Every year, around **150 volunteers** dedicate their time, expertise, and energy to create moments of joy for patients and SGH staff

In 2024, we brought 43 hours of music to eight different locations within the **Singapore General Hospital Campus**, featuring over 200 performers. From 10 am to 8 pm, approximately 100 volunteers assisted with the program. An estimated 12,000 people experienced one or more performances throughout the day. Over 250 attendees, including patients, volunteers, hospital staff, and visitors, enjoyed our evening concert.



***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



**THE SAMPAGUITAS CHOIR**

A special choir of 25 – 30 Foreign Domestic. We strongly believe that everyone, no matter their socio-economic background or physical ability, should be able to access the arts, mainly music & musical theatre!

Thus, with this program, we strive to reach these communities to provide them with a bridge to the arts and allow them to interact and experience the arts. We aim to provide a platform for the voiceless to share their voice and talents.

In 2024, the Sampaguitas performed at MusicFest@SGH on 31 May for the patients in Singapore General Hospital and on 1st December for our annual fundraiser Singathon.

**BRING THEM OUT!**

Sing'theatre always invites communities who cannot afford theatre tickets to watch its productions. A group of Domestic foreign workers were invited to watch "A Little Shop of Horrors" in April.



All Musical theatre students from Lasalle College of the Arts & NFAFA were also invited. This was to allow students to watch actual local musicals so that they can continue to be inspired to pursue a career in the arts

# ACADEMY

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Through our Academy, we offer theatre enthusiasts from all walks of life the chance to learn from and practice with professionals. Our classes cater to children aged 3 to adults, fostering a vibrant community of musical theatre fans.

Our specialised classes hone students' triple-threat skills—acting, singing, and dancing—while building confidence and nurturing a love for the arts. By engaging in these disciplines, students not only improve their technical abilities but also develop a deeper appreciation for musical theatre and the arts in general.

In 2024, we proudly hosted **227 students** in our Show semester (January to June) and **163 students** in our Skills semester (August to December), achieving a 75% enrolment rate throughout the year



***"There are so many people who have been through Sing'theatre who are kind of now part of the theatre industry. What you guys are doing in Sing'theatre is so impactful for the industry, probably a lot more than what people will recognise."***

*– Poh Yu Khing*

Sing'theatre Academy's performances in **May and June 2024** were a remarkable success, showcasing the incredible talent of our students through vibrant and captivating productions of Aladdin and Grease.

With a seating limit of **30 per performance** and tickets sold exclusively to parents, each show reached full capacity, ensuring a personal and engaging experience for all families involved.



We offer specialised classes for those keen to pursue Musical Theatre more seriously. Our Adults Musical Theatre Conservatoire, taught by Mina Kaye, is designed for adults passionate about Musical Theatre who wish to improve their techniques and skills or aspire to become professionals.

Students attended classes in all three disciplines of Musical Theatre, advancing their techniques and learning new skills. Each class culminated in a final assessment by the faculty, with students receiving individual progress reports and suggestions for future development. This audition-only programme is kept at a low price to make it accessible to talented students.



*"Singtheatre has allowed me to make more friends, gain confidence and discover the world of musicals"* - **Talin Lin**

## OPEN MIC NIGHTS

In 2024, we hosted 10 Musical Theatre Open Mic nights, each one a resounding success. Every event reached 100% capacity and sold out in under an hour!

These nights are magical, offering everyone a chance to have their starring moment. It's an event that brings people from all walks of life together to celebrate the joy and passion of musical theatre.



*"I am very grateful to Singtheatre for all the richness you all have brought to my life".*  
- **Dr Amanda Lim**

# 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 2024.*

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
Francois De Moulliac	Director	4 May 2020		3/3
Rebecca Chan Taw Wun	Director	1 April 2021	31 December 2024	1/3
Olivier Henri Bendel	Director	6 February 2023		3/3
Jean Louis Michelet	Director	19 June 2023		3/3
Marine Queniard Stojanovic	Director	9 December 2024		1/3

*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 (Tier 1)

Please note that this checklist is based on the Code of Governance 2023

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>				
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	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
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	
<b>Principle 2: The charity has an effective Board and Management.</b>				
4	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	
5	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
6	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	We have a finance committee, nomination committee and remuneration committee

7	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	
8	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	
9	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p> <p>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.</p>	2.6	Yes	
10	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	
11	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	

<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>				
12	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	
13	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	
14	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
15	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
16	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	
17	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	We are in the midst of creating an ESG policy
<b>Principle 4: The charity is well-managed and plans for the future.</b>				
18	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	
19	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	4.1b	Yes	

	iii. System for the delegation of authority and limits of approval.			
20	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
21	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	
<b>Principle 5: The charity is accountable and transparent.</b>				
22	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	
23	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	
24	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	
25	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	5.4	Yes	

	annual remuneration each, the charity should disclose this fact.			
26	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	
27	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	
28	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	
<b>Principle 6: The charity communicates actively to instil public confidence.</b>				
29	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	
30	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	

# POLICIES

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## 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.

## 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 give 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	Hong Leong Foundation
Airstar	Hermes South Asia Pte Ltd
Bollere Logistics Singapore Pte Ltd	Interparfums Asia Pacific Pte Ltd
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Carol & Tony Hall	Judy Loke Jee Kwun
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Matthew Wong	

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SING'THEATRE