


Transforming lives through
animal-assisted services

WHEN EVERY PIECE MATTERS LIVES COME TOGETHER

 ANNUAL REPORT
2024/25



CONTENTS

03 About Us

05 Chairman's Message

06 CEO's Message

07 Board of Directors

08 Organisational Information

09 Impact Overview

11 EQUAL's Programmes

15 Fundraising & Partnerships

20 Outreach Events

21 Our Volunteers

24 Corporate Highlights

25 ESG Report

27 Financial Summary

29 EQUAL's Donors, Sponsors and Partners





ABOUT US

An Institution of a Public Character (IPC) charity established in 2015, EQUAL improves social, emotional and mental well-being of persons-in-need through animal-assisted programmes. We partner retired and rehomed horses to provide experiential and educational programmes that help empower children, youths, persons with special needs, families and seniors. Our programmes enhance client-beneficiaries' social and emotional well-being, while fostering resilient and inclusive communities through the power of therapy animals.

Animal-Assisted Learning

Animal-Assisted Learning (AAL) is an experiential programme facilitated by instructors-led animals, where participants learn more about themselves and develop socio-emotional and relationship management skills. EQUAL conducts Equine-Assisted Learning (EAL) programmes based on pedagogies well established in Europe, North America, and Oceania.

Our Vision

We aspire to transform lives through animal-assisted programmes to build resilient and inclusive communities.

Our Mission

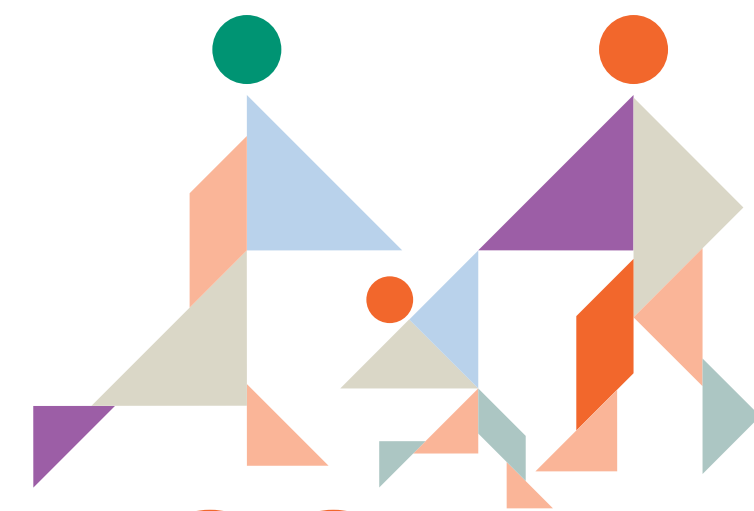
We empower vulnerable persons by enhancing their social and emotional well-being and social integration in partnership with animals and communities.

Our Core Values

- ♥ HUMANITY
- 🧩 TEAMWORK
- ★★★ EXCELLENCE
- ⚖️ INTEGRITY



FY24/25 *at a Glance*



488
sessions delivered



2,397
client-beneficiaries served

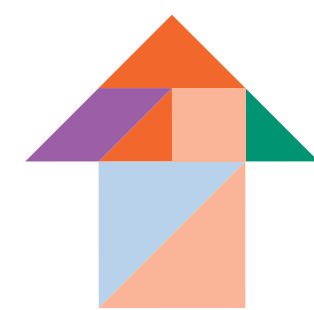


580 registered volunteers
contributing

8,015 volunteer hours



\$1.3M
raised from corporate and individuals



Record year for horse
sponsorships, sustaining the best
care for 15 therapy horses



First Charity Golf Day (Mar 2025) raised
\$300,000



**Temasek Foundation-EQUAL
Haydays with Horses Programme**
launched with Temasek Foundation and
partners, Singapore's first equine-assisted
eldercare pilot (up to 800 seniors)

CHAIRMAN'S *Message*

Over the past year, EQUAL has stayed true to our mission: helping people build confidence and connection through animal-assisted learning. We broadened our reach to include active-ageing seniors and working professionals on their journeys toward better mental well-being.

While our programmes are guided by our herd of therapy horses, our purpose is firmly centred on social welfare and human development. With skilled facilitation and calm, well-trained horses, participants build self-awareness, practise emotional regulation and strengthen relationships.

On behalf of the Board, thank you to our partners, donors and volunteers for your trust and partnership. Your support helps us build evidence, strengthen our work and reach more communities. We will honour that trust with careful stewardship and a clear focus on impact.



While our programmes are guided by our herd of therapy horses, our purpose is firmly centred on social welfare and human development.



Chng Yi Ta
CHAIRMAN

CEO'S Message

This year, we kept to a simple promise: **Reach the right people, keep every session safe, and show that our work makes a difference.**

With your support, EQUAL ran 488 sessions for 2,397 people—students finding confidence, seniors reconnecting with joy, families discovering new ground together. Behind each session were 8,015 volunteer hours and 15 therapy horses cared for to best-in-class standards. Our programmes meet people where they are—from schools to nursing homes—so support stays close to daily life, where change can take root.

A defining step was Temasek Foundation-EQUAL Haydays with Horses Programme, a two-year pilot with Temasek Foundation, NTUC Health, NUS Saw Swee Hock School of Public Health and the Institute of Mental Health (Oct 2024 – Sep 2026). It is designed to reach up to 800 seniors across Active Ageing Centres and nursing homes, with a formal outcomes study built in—so our approach remains safe, replicable and evidence-informed.

Partnerships support and amplify EQUAL's impact. GIC funded multiple programme cycles and served alongside our team across eldercare partners and youth organisations. UBS Singapore supported 15 young people from Limitless and REACH through a Horse-ibilities programme; small UBS teams rotated across eight sessions, totalling 100+ employee volunteers. Our inaugural Charity Golf Day raised \$300,000—funding an estimated 750 programme places—and a record year of horse sponsorships covered core animal-care costs, allowing programmes to grow responsibly.

Behind the scenes, we strengthened the system that holds this together: clearer safeguards, better volunteer pathways, and a tighter link between funding and delivery. The aim is straightforward—every donated dollar should become reliable support where it is needed most.

In the year ahead, we will complete Haydays with Horses milestones; reduce cost per participant by refining session design, logistics and volunteer deployment; and

launch two scalable formats—one for school holidays and one for workforce well-being — while keeping our focus on youth and seniors.

If you are meeting EQUAL for the first time, I hope this report makes our work clear and human. If you have walked with us for years, thank you. We will honour your trust with steady delivery, careful stewardship and the same care we bring to every interaction.



Elaine Chen
CHIEF EXECUTIVE OFFICER

ORGANISATIONAL Information



Lai Huen Poh
Chairman

Date of Appointment: 10 Dec 2019,
Cessation as Chairman: 1 Mar 2024
Cessation as Board Director: 31 Mar 2025
Board Meeting Attendance: 0/3



Chng Yi Ta
Chairman

Date of Appointment: 1 Mar 2024
Board Meeting Attendance: 3/3



Praveen Jakate
Treasurer

Date of Appointment: 1 Mar 2024
Board Meeting Attendance: 3/3



Belinda Widgery
Board Director

Date of Appointment: 31 Jan 2022
Board Meeting Attendance: 3/3



Benjamin Tan Keng Sing
Board Director

Date of Appointment: 5 Apr 2021,
Cessation: 5 Apr 2025
Board Meeting Attendance: 3/3



Bernard Yu
Board Director

Date of Appointment: 1 Dec 2016
Board Meeting Attendance: 3/3



Chay Yee Meng
Board Director

Date of Appointment: 1 Dec 2020
Board Meeting Attendance: 2/3



Clarinda Tjia-Dharmadi
Board Director

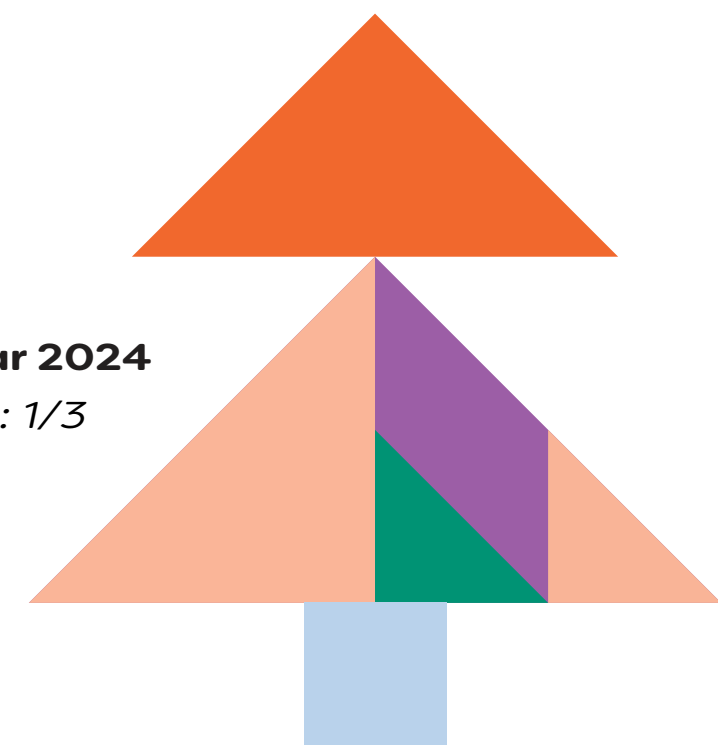
Date of Appointment: 1 Oct 2019
Board Meeting Attendance: 0/3



Sandhia Nair
Board Director

Date of Appointment: 1 Mar 2024
Board Meeting Attendance: 1/3

Board Meeting attendance is based on 3 Board Meetings during FY24/25.



ORGANISATIONAL *Information*

Structure and Management

UEN Number
201536378N

Charity Registration No.
201536378N

IPC No.
201536378N

Registered Address
100 Jalan Mashhor, Singapore 299177

Bankers
DBS, UOB, SCB, Maybank

External Auditor
LO HOCK LING & CO.

Internal Auditor
-

Company Secretary
Ng Chee Hao
Yap Yong Sheng

Committee & Roles

Nominations Committee
Chng Yi Ta
Bernard Yu

Programmes & Services Committee
Chng Yi Ta
Dr Geraldine Tan
Belinda Widgery
Gail Laule

Animal Welfare Committee
Belinda Widgery
Gail Laule

Fundraising Committee
Sandhia Nair
Belinda Widgery
Clarinda Tjia-Dharmadi
James Fong Choon Peng
Traveen Gulrajani
Aw Joo-Lee

Audit Committee
Chay Yee Meng
Noelle Lim
Rachel Tan
Sanjna Punjabi

Human Resources Committee
Bernard Yu
Annie Lim
Wency Chay
Anupama Puranik

Finance
Praveen Jakate
Lo Tak Wah
Daniel Teo

Governance

The following are some of the policies that support good governance, transparency and accountability at EQUAL.

- ▲ Policy on Conflict of Interest
- ▲ Policy on Whistle-Blowing
- ▲ Policy on Anti-Money Laundering and Counter-Terrorism Financing
- ▲ Policy on Data Management and Protection
- ▲ Code of Conduct for Board of Directors
- ▲ Policy on Investments
- ▲ Policy on Procurement and Payment
- ▲ Policy on IT Security Policy
- ▲ Policy on Communication

Reserves management

The charity has set a mid-term target of achieving a reserve level equal to 2 years' of operating expenses. The reserves provide financial sustainability and the means for the development of the company's activities. The directors review the level of reserves regularly to ensure they are adequate for the company's continuing obligations.

There is no paid staff who are closely related to the Management or Board.

IMPACT

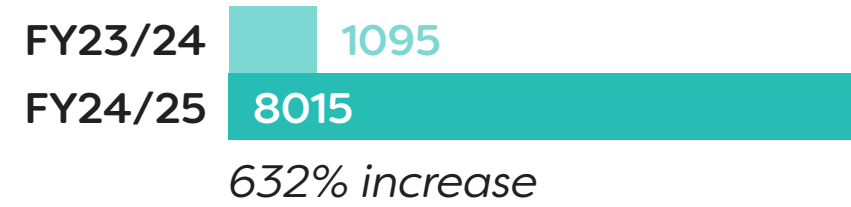
Overview FY24/25

BENEFICIARIES AND PARTNERING INSTITUTIONS

Sessions Delivered



Volunteer Hours



Client-Beneficiaries Served



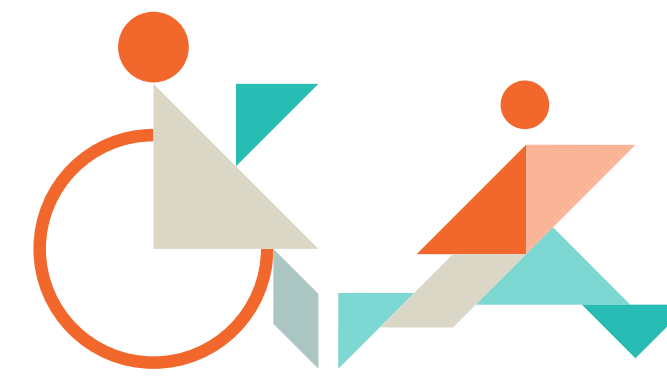
Corporate & Individual Donations



488

sessions delivered

- Children & youth: 231
- Seniors: 199
- Families: 39
- Persons with special needs: 8
- Working professionals: 11



2,397

client-beneficiaries served

- Children & youth: 476
- Seniors: 1,650
- Family members: 29
- Persons with special needs: 5
- Working professionals: 237



52

partnering institutions

- 28 schools, partner social service agencies and children/ youth homes
- 12 eldercare institutions
- 1 organisation for persons with special needs
- 11 corporate organisations

VOLUNTEERS



580

registered volunteers
contributing 8,015 hours (7x YoY growth)

280

deployed volunteers

430

volunteers trained in FY24/25 for animal welfare and elderly befriending

8,015

volunteer hours in FY24/25

DONATIONS



24

corporate donors

\$1,172,234

corporate donations

387

individual donors

\$161,503

individual donations

EQUAL'S Programmes



At EQUAL, we are constantly evolving to meet the growing needs of our community. This year, we embraced new approaches—expanding our reach, making our programmes more accessible, and offering greater flexibility in how we serve. From children and youth to seniors and working professionals, we strive to create meaningful transformations alongside our animal partners where it matters most.



CHILDREN & YOUTHS

Children and youth remain at the heart of EQUAL's mission. Through our Horse-ibilities and At Home with Horses programmes, our young beneficiaries gain resilience, empathy, communication skills, and social-emotional skills in a safe and nurturing space. This year, we worked with close to 500 children and youth referred by schools, homes, social workers and youth agencies, equipping them with lessons that extend far beyond the arena.

Observed Impact

Teachers shared that students eagerly anticipated their sessions, with some noting that the programme became a key motivator for school attendance. Social workers observed improved emotional regulation, greater self-confidence, and a stronger willingness to care for others. Educators highlighted how the calm presence of horses, paired with our facilitators' guidance, created a unique environment for growth and self-discovery.

“Through interaction with EQUAL's therapy horses, the students learnt skills and importance in managing their emotions, working as a team, and reading body language.”

- **Special Educational Needs (SEN) Teacher**

“EQUAL's Horse-ibilities programme motivated the students to come to school, as it is one of the programmes they eagerly look forward to attending.”

- **Class Teacher**

“Having this opportunity to give care, love and attention to the horses, and under the guidance of EQUAL's facilitators, the students discovered their own capacity to love and care for others.”

- **Educator Overseeing Student Well-Being in a Primary School**

SENIORS

Our work with seniors took a landmark step forward with the public launch of **Temasek Foundation-EQUAL Haydays with Horses Programme** in February 2025. This first-of-its-kind two-year pilot will engage up to 800 seniors from Active Ageing Centres and nursing homes, enriching their lives through equine-assisted activities.

Alongside this, **Horses by Your Side** has become a cornerstone of our eldercare outreach – designed specifically for bed-bound and wheelchair-bound residents in nursing homes.

Temasek Foundation-EQUAL Haydays with Horses Programme

Through Haydays with Horses, seniors meet and interact with EQUAL’s horses at their own care centres and at our stables.

These sessions encourage physical activity, cognitive engagement, emotional well-being and social connection. Professors Luo Nan and Mythily Subramaniam are leading a research study to measure the programme’s outcomes and long-term impact.

The programme’s launch was covered in more than 30 local and regional media features, amplifying awareness of animal-assisted interventions in eldercare.

Horses by Your Side

Another senior programme by EQUAL, titled Horses by Your Side, brings the stable directly to nursing homes, focused on supporting the mental wellbeing of residents who are bed-bound or wheelchair-bound.

With the help of dedicated corporate partners and volunteers, seniors experience meaningful moments of connection, joy, and dignity – moments that are often rare in institutional care.

The strong corporate support behind Horses by Your Side is especially powerful: employees not only volunteer their time but also witness firsthand the beauty of creating shared memories with seniors who might otherwise be excluded from group activities.



“It was truly heartwarming to witness the joy on our residents’ faces as they interacted with the horses. These special moments were made possible by the dedication of the EQUAL team, who not only facilitated the sessions with care and professionalism, but showed deep empathy and patience in engaging each resident.

For residents who are bed-bound and minimally communicative, opportunities like this are few. Yet through this programme, they were able to connect, feel included, and experience something uplifting.”

- Lim Kong Beng, Executive Director, Ren Ci at Bukit Batok St. 52



Launch of the Temasek Foundation-EQUAL Haydays With Horses Programme



Horses by Your Side



SCHOOL HOLIDAY

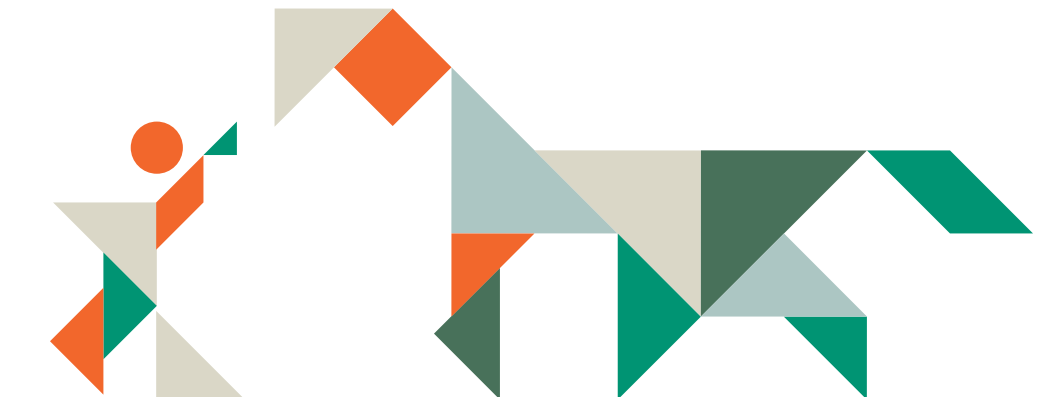
June 2025 marked our first-ever school holiday camp: **Horse-lidays**. The four-day programme welcomed children and teens, immersing them in learning, play and personal growth.

Participants learned to groom, walk and feed horses, while also taking part in nature-based and mindfulness activities. Confidence and teamwork-building exercises helped participants grow in empathy and resilience. On the final day, parents joined their children in special activities that created meaningful shared memories.

Many of the children left with deeper empathy, stronger teamwork skills, and lasting friendships – alongside unforgettable bonds with horses.

FAMILIES

EQUAL’s unique family programme, titled **My Home, My Herd**, is specially tailored to support family units through facilitated activities with horses. These sessions are integral in deepening intergenerational bonds, enabling parents and children to connect in new ways through horse care and activities.



“Through EQUAL’s My Home, My Herd sessions, I got to understand myself and my teenage daughter, seeing our relationship with new perspectives. This really helped to bring our mother-daughter relationship to a new level.”

– **Parent, June 2025**





WORKING PROFESSIONALS

EQUAL’s programmes also extend to working professionals and corporate partners, offering unique ways to learn, volunteer and connect. Alongside our horses, teams experience new approaches to collaboration and resilience – while ensuring their support “pays it forward” for others in need.

Temasek Foundation Community Day

Over 70 staff from Temasek Foundation and its ecosystem partners enjoyed a community day at EQUAL, engaging in unique equine-assisted activities, and giving back by volunteering with stable care. This marked a symbolic “full circle” moment: Temasek Foundation, who first supported EQUAL in our early years, continues to walk alongside us today through their support of the Temasek Foundation-EQUAL Haydays with Horses Programme, and we were proud to introduce a glimpse of our powerful programmes back to their team members.

Singapore Pools

Staff from Singapore Pools experienced equine-assisted learning first-hand, sharing that the programme strengthened self-awareness, teamwork and empathy.

“I hope that EQUAL can continue to reach out to more individuals who are in need, especially those who have difficulties expressing themselves but will be able to do it through interactions with animals.”

– Singapore Pools Staff



FUNDRAISING & Partnerships

EQUAL relies on the generosity of our donor community to make our programmes accessible to those who need them most. Every gift, whether from individuals, corporates, or long-term partners, helps remove barriers and ensures that beneficiaries, especially those from less privileged backgrounds, can access our equine-assisted programmes.

Through funding and partnerships, children and youth navigating emotional challenges, seniors living with dementia, and families facing difficult times are able to experience the healing power of horses. Each session becomes a safe space for comfort, resilience, and renewed hope.

We are deeply grateful to every donor and partner who walks alongside us on this journey of healing and inclusion.

CHARITY GOLF DAY 2025

EQUAL's inaugural Charity Golf Day, held on 27 March 2025 at Tanah Merah Country Club, was a resounding success, raising \$300,000 in support of our mission. The event brought together 34 flights and 136 players, with generous sponsors contributing across all tiers—from Silvermane (\$5,000) and Chollima (\$8,000), to Pegasus (\$12,000) and Unicorn (\$25,000).

We were heartened to welcome several new supporters through this event, many of whom have since deepened their partnership with EQUAL, including by sponsoring our therapy horses. The day was not only about fundraising but also about connection and impact: seniors from NTUC Health enjoyed a specially arranged golf clinic, while our therapy horses, Friday and Summer, met golfers and guests, bringing to life the healing power of the human-animal bond that lies at the heart of EQUAL's work.



PROGRAMME SPONSORS & PARTNERS

Partnerships that Power Impact

Our programmes are sustained by generous sponsors and committed partners. Together, they expand access to equine-assisted services and bring healing to diverse groups across Singapore.

Flagship Collaboration: Temasek Foundation-EQUAL Haydays with Horses Programme

With Temasek Foundation and in collaboration with NTUC Health, NUS Saw Swee Hock School of Public Health, and the Institute of Mental Health, we launched the Temasek Foundation-EQUAL Haydays with Horses Programme—a two-year pilot (Oct 2024 – Sep 2026) reaching up to 800 seniors at Active Ageing Centres and nursing homes.

A concurrent outcomes study led by Prof Luo Nan and Prof Mythily Subramaniam will evaluate impact and strengthen the evidence base for equine-assisted services in Singapore.



Our herd of therapy horses form a connection with seniors at AACs and nursing homes across Singapore, thanks to the support of Temasek Foundation

Partner Spotlight: GIC

Programmes supported:

Horses by Your Side (seniors) and Horse-ibilities (youth).

Who benefits:

Residents at Ren Ci Nursing Home and SWAMI Home; children and youth referred by 3Pumpkins and the Singapore Association for Mental Health (SAMH).

Time frame:

Ongoing (FY2024/2025)

Volunteer involvement:

GIC employees befriend and assist during sessions, supporting safe, meaningful horse-human interactions.

Impact Highlight:

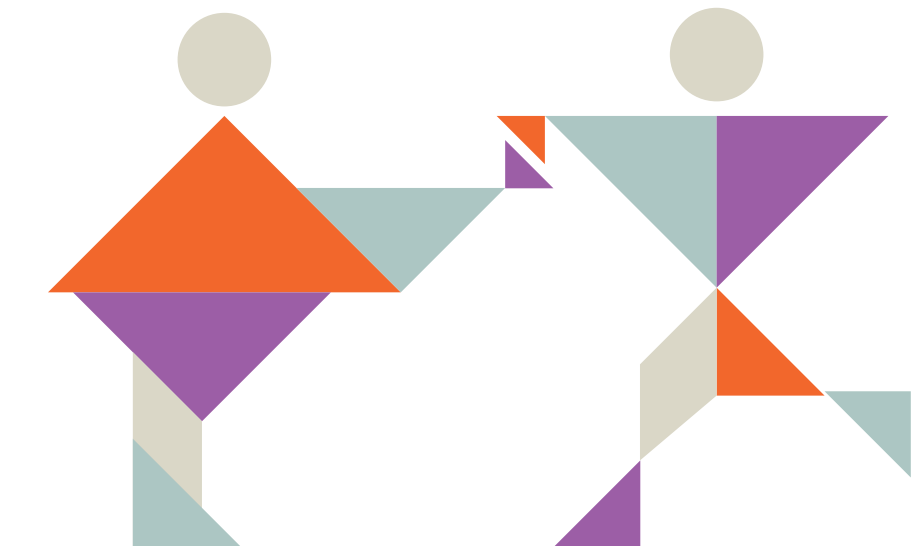
Sponsor + volunteer model creates consistent engagement for seniors and youth while strengthening programme capacity.



GIC corporate volunteers supporting a Horses by Your Side session at Ren Ci Nursing Home, bringing much joy to the residents



Youth beneficiaries from Limitless and REACH accompanied by UBS corporate volunteers, as part of their Horse-ibilities programme



Partner Spotlight: UBS Singapore

Programmes supported:

Horse-ibilities (youth), in partnership with Limitless and REACH.

Who benefits:

15 young people (ages 15 – 25) facing mental-health challenges.

Time frame:

June – July 2025; 8 sessions.

Volunteer involvement:

Over 100 UBS corporate volunteers, in small groups, provided befriending and on-ground programme support.

Impact Highlight:

Volunteers helped participants build social-emotional skills and resilience within a structured, trauma-informed setting.

HORSE SPONSORSHIPS: A RECORD YEAR

FY2024/2025 marked a milestone for EQUAL, as we welcomed the highest number of horse sponsors in our history. This record year underscores the growing community of partners who believe in our mission and the healing bond between humans and horses.

NOTABLE PARTNERSHIPS



Birds of Paradise Gelato Boutique

Our long-term partner continues to sponsor Ginger, while also championing EQUAL's family programmes. Beyond their sponsorship, Birds of Paradise Gelato Boutique dedicated their anniversary sales proceeds to EQUAL and have been steadfast in providing in-kind support at every major EQUAL event.



Quan Shui Wet Market

A creative and committed partner, they support Sunny (Siew Mai) through direct donations, proceeds from their signature handmade siew mai, and part of the proceeds from their Christmas at the Stables pop-up. In addition, they pledged a year's supply of fresh fruits and vegetables to nourish the entire EQUAL herd.

WELCOMING THE NEW SPONSORS

This year, we were also delighted to welcome a new circle of equine sponsors:

- Gentle Giants Pet Store & Friends Fur Life (for Chevela)
- Curious Creatures (for Harley)
- Sunray Woodcraft Construction Pte Ltd (for Summer)
- Yaputri Pte Ltd (for Boogie)
- Linklaters (for Falco)
- Jacqueline Koh & Family (for Good Bet)
- Jill Wong & Stephen Powell of The Benjamin Wong Foundation (for Friday)
- Ouyang Yuanwen (for Costera)
- Woh Hup Pte Ltd (for Galaxy)

ONGOING SUPPORT

We remain deeply grateful to our continued equine sponsors – **Tony & Melanie Chew** (for Ribena & Caterpillar) and **Belinda Widgery** (for Matahari) – whose enduring generosity sustains our horses' wellbeing.

Together, these partnerships not only ensure that our therapy horses receive the best care but also amplify EQUAL's capacity to serve more seniors, youths, and families in need.

HOOF HEROES: BIRTHDAY FUNDRAISERS

We are deeply moved that many individuals, including young children, have chosen to dedicate their special day to a cause beyond themselves by supporting EQUAL.

Through birthday fundraisers, supporters such as **Emeline, Alyssa, Lin Su Fei, Erin, Ella, Andreas and Charlene Chew** rallied friends and family to give to EQUAL in lieu of gifts. Their generosity helps sustain the care of our therapy horses and extends the reach of our programmes to more individuals in need.

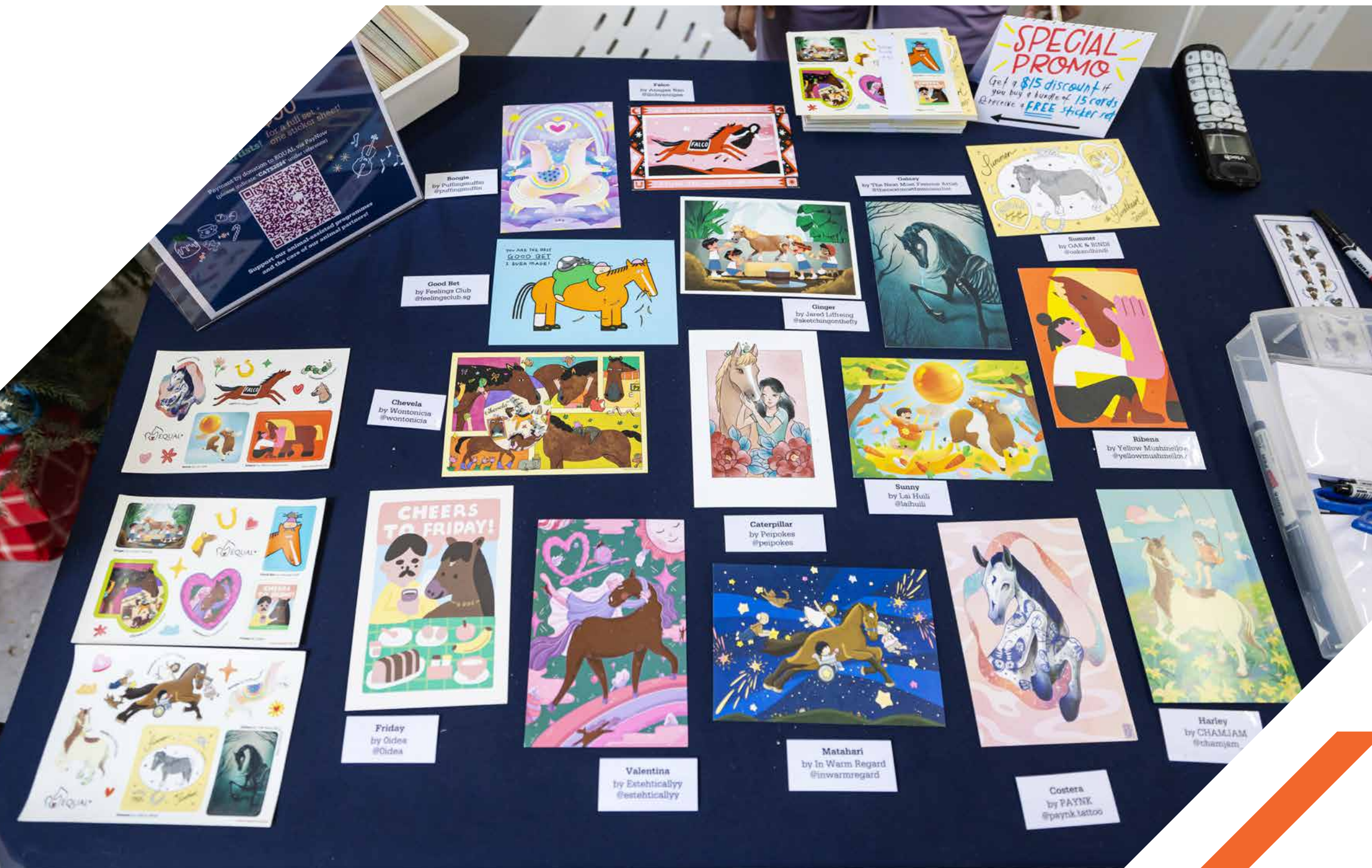
In honour of these inspiring acts of kindness, we launched “EQUAL Hoof Heroes” – a community initiative that encourages members of public to celebrate their life milestones while giving back. With every birthday shared, our Hoof Heroes help amplify the impact of equine-assisted programmes, spreading joy, hope, and healing far beyond the EQUAL stables.



**SIGN UP TO BE
A HOOF HERO!**



MERCHANDISE COLLABORATION WITH 15 LOCAL ARTISTS



In a first-of-its-kind initiative, EQUAL brought together **15 local artists** and our **15 therapy horses**, to capture the unique spirit of each horse and energy through art.

The result was a vibrant collection of original artworks, transformed into **limited-edition postcards and sticker sets**. By blending creativity with animal-assisted wellbeing, this collaboration not only supported the care of our herd but also introduced EQUAL to wider audiences in fresh and meaningful ways.

Launched at **Christmas at the Stables 2024**, the collection reflects our commitment to innovation – creating experiences that inspire, engage, and connect the community with our mission of healing through horses.

With gratitude to our artist collaborators:

- @peipokes
- @yellowmushmellow
- @estheticallyy
- @paynk.tattoo
- @oakandbindi
- @chamjam_
- @puffingmuffin
- @sketchingonthefly
- @inwarmregard
- @thenextmostfamousartist
- @feelingsclub.sg
- @illobyanngiee
- @laihuili
- @wontonia
- @Oidea



OUTREACH Events

In FY2024/2025, EQUAL deepened our presence in the community through a series of outreach events that combined education, creativity, and collaboration. These initiatives created meaningful opportunities for the public to engage with our work, discover the healing power of the horse-human connection, and contribute directly to sustaining our programmes.

CHRISTMAS AT THE STABLES 2024

Our flagship outreach and fundraising event welcomed over 1,300 visitors and beneficiaries from 5 – 8 December 2025. Special guests from KISS92FM—The Flying Dutchman, Glenn Ong, and Angel—opened the event and featured the event on their radio programme, sharing the impact of animal-assisted services with thousands of listeners.

Media coverage across seven outlets, including CNA938 and City Nomads, amplified awareness of our cause. With a record 40 retail, F&B, and workshop partners, guests enjoyed a vibrant festive marketplace, alongside new educational experiences like Neighs To Meet You and Behind the Stables, which offered intimate, hands-on encounters

Boutiques Singapore (21 – 23 March 2025)

EQUAL was honoured to be one of the charity featured at Boutiques Singapore’s Spring Summer Edition, which saw a record number of visitors. EQUAL’s booth showcased a vibrant display of merchandise, temporary tattoos in partnership with Sabi Studio with 50% of sales donated to EQUAL. The event raised funds, inspired volunteer sign-ups, and opened doors to new collaborations, providing a meaningful opportunity to engage the community and share the impact of our programmes.

HIIM’s World Largest Pet Walk (28 September 2024)

EQUAL joined this inspiring showcase of animal- and nature-based healing modalities, presenting how our programmes support emotional well-being through the horse-human bond. Visitors heard powerful stories of transformation, sparking curiosity and support for our mission.

Chin Swee Neighbourhood Club by Common Man Coffee Roasters (20 – 21 July 2024)

Invited by Common Man Coffee Roasters, EQUAL was the sole charity booth at this pop-up. Guests participated in horseshoe-decorating activities and enjoyed gelato by Birds of Paradise Gelato Boutique, who generously donated all proceeds to EQUAL. The event introduced EQUAL to new audiences in a fun, lifestyle-oriented setting, raising awareness in creative ways.

Community Partnerships: RC Creative & Jalan-Jalan Winstedt (June – July 2024)

At Jalan-Jalan Winstedt (20 July 2025) and RC Creative Container (29–30 June 2025), our partners raised funds and awareness for EQUAL through “coffee by donation” initiatives and children’s handmade crafts. These grassroots efforts highlight the power of partnerships and the diverse ways communities can rally together for good.



OUR Volunteers



Volunteers are an integral part of the EQUAL ecosystem, bringing energy, compassion and dedication to every aspect of our work. This year, we strengthened EQUAL’s volunteer programme, expanding both reach and impact while providing meaningful opportunities for individuals and groups to contribute to our mission.

From our annual volunteer survey:

- 94% found their work at EQUAL meaningful
- 94% agreed that EQUAL really appreciates its volunteers
- 91% were happy with the quality of the EQUAL programmes they supported
- 86% were happy about the quality of volunteer training received

Based on our corporate volunteer survey:

- 93% experienced improved psychological well-being
- 88% felt an increased capacity to learn and grow
- 82% believed they are making a difference to society
- 81% reported greater empathy for others
- 77% saw growth in skills relevant to their volunteering role

VOLUNTEER GROWTH & ENGAGEMENT

580
registered volunteers

8,015
volunteer hours

35%
volunteer weekly

280
deployed volunteers

Increased
7X
from 1,095 hours
in FY23/24

40%
volunteer monthly

430
trained volunteers

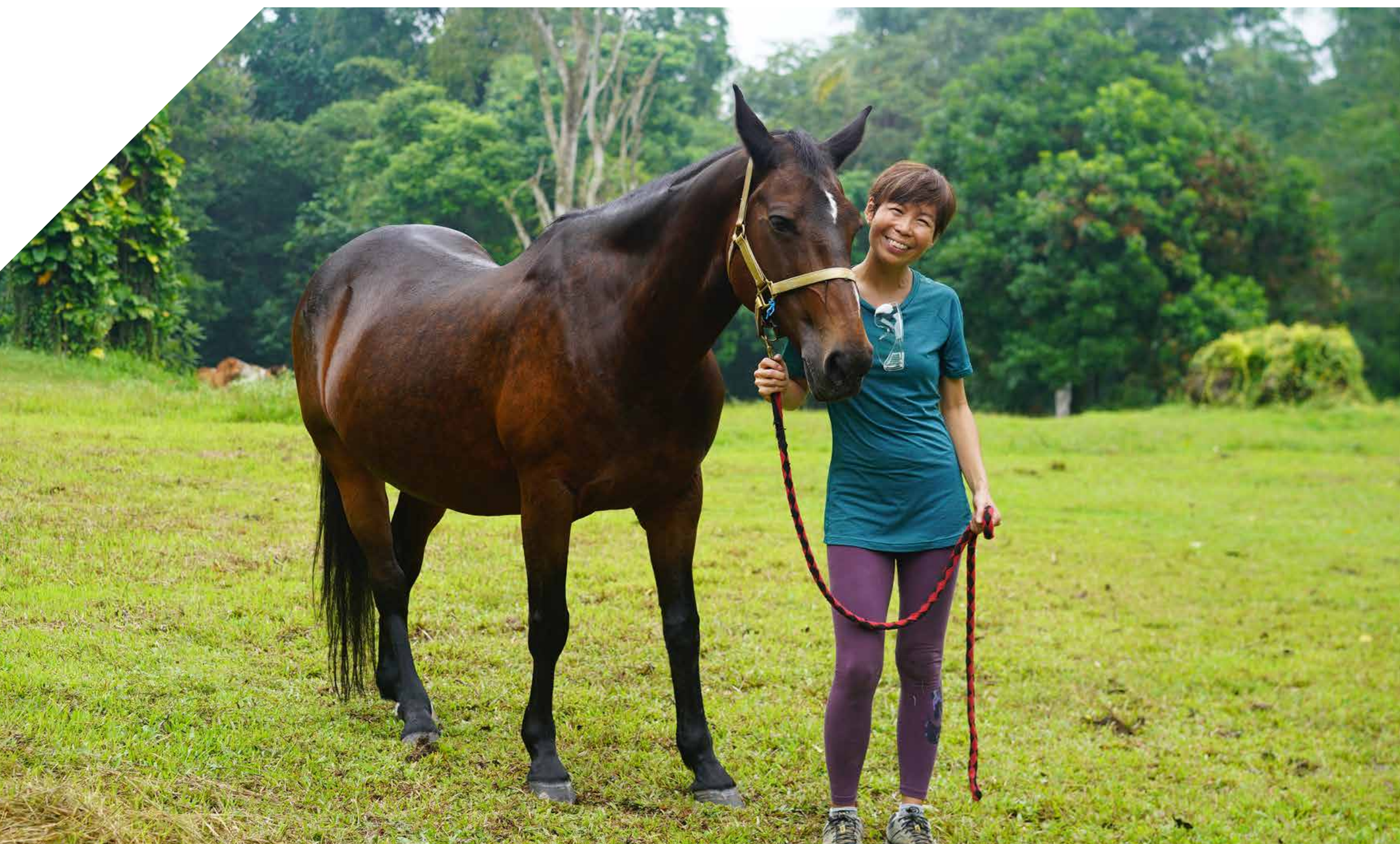
11%
volunteer quarterly



CORPORATE & COMMUNITY VOLUNTEERING PARTNERSHIPS

We established around 35 corporate volunteer partnerships with public agencies, educational institutions and associations.

We also formed community partnerships and garnered support from organisations such as SG Cares Volunteer Centres (KKCS, RSVP, Care Corner, New Hope and FaithActs), thereby accessing and engaging a much more diverse local pool of talent to work towards a shared goal, fostering empathy and mutual understanding.



VOLUNTEERING PROGRAMME ENHANCEMENTS

Through the Volunteer Management Capability Development (VMCD) Consultancy, a project by the National Council of Social Service and supported by Empact, EQUAL continues to strengthen its volunteer management capabilities and practices.

EQUAL's Alignment with (4ST) and Forward SG

With Singapore's ageing population, EQUAL is leveraging volunteers to meet growing needs. Through the consultancy, we redesigned roles and matched skilled volunteers more effectively, creating meaningful experiences while expanding impact for seniors and youth. This strengthens our manpower model, enabling wider outreach, higher service quality, and reduced reliance on funding.

Bridging Volunteer Experiences & Organisational Goals

EQUAL began measuring volunteer impact to establish baseline data that will guide future strategies. This evidence-driven approach helps us evaluate outcomes, improve processes, and strengthen volunteer management for the benefit of both volunteers and staff.



"I've volunteered with EQUAL a few times, and every visit reminds me of how special these moments are. Seeing the elderly relax and smile around the horses is such a simple yet powerful reminder of connection. It is really heartwarming when they share memories of their families and their youths after spending time with the horses. I always walk away feeling like I've gained just as much as I've given."

- Tiffany Ng, Vice President, Risk and Performance Management Department, GIC

"Our Microsoft volunteer team was really inspired by EQUAL's mission to give retired horses a second life while empowering vulnerable communities through animal-assisted learning. Combining volunteering with fundraising allowed us to make a holistic impact—supporting operational needs through hands-on work and sustaining programmes through financial contributions. This approach also reflects Microsoft's GIVE culture, where we aim to amplify social good by pairing time, talent, and resources."

- Rahul Gokhale, Senior Programme Manager at Microsoft

VOLUNTEER HIGHLIGHTS

“As a communications student, planning, scripting and hosting the Facebook Live sessions gave me hands-on experience in storytelling and engaging an audience in real time. It was so rewarding to see our work brighten someone’s day!” shared Devon, one of the student volunteers from Ngee Ann Polytechnic Film and Media who led Facebook Live sessions from our stables for seniors across Singapore.

The initiative empowered students to engage in meaningful community engagement, as seniors delighted in learning about our horses from the comfort of their own homes.

For Charlotte and her father, volunteering is a shared journey of growth. Caring for horses together has given them not just new skills but new conversations, new ways of seeing each other, and a stronger bond. “With horses, I feel like I’m not just learning skills, but also trust, patience and responsibility,” shares Charlotte. Ping Keong adds: “The time spent doing things together, while learning new things, has improved the bond between me and Charlotte.”

For Siew Peng, a clinical psychologist, the volunteering experience at EQUAL has been both grounding and inspiring, offering a glimpse of how EQUAL’s programmes support well-being.

“There is something restorative about the wordless connection with animals that cannot be replicated in human relationships. Given the proven benefits of animal-assisted interventions, I look forward to the outcomes of research that EQUAL is conducting locally, in our unique Singapore context.”

“It is so fulfilling to be able to make a difference for our horses and seniors—plus we always get our regular dose of horse therapy too! Seeing the smiles on the seniors’ faces when they interact with the horses and hearing that they really enjoy the sessions is truly very rewarding. We are so grateful to be part of the team giving both seniors and the horses lots of TLC!”, shares Hwei Kwin, who volunteers at EQUAL with a former colleague-turned-friend, Belinda.

CORPORATE *Highlights*



At EQUAL, we recognise that strong internal systems, staff development, and animal welfare practices are essential to delivering impactful programmes. In FY2024/2025, we strengthened staff benefits, enhanced training and development, embraced digitalisation, and advanced our equine care practices—ensuring both our people and horses thrive together.

Staff Wellbeing & Development

- Improved staff benefits, including increased leave, expanded medical and dental coverage, and a comprehensive salary review.
- Plans are underway for a more structured staff training and development framework to foster professional growth and excellence.

Digitalisation

- Explored innovative approaches to automation and digitalisation, streamlining operations and enhancing efficiency across programmes and internal processes.
- Ensured compliance with PDPA guidelines for data privacy and security.

Staff & Horse Development

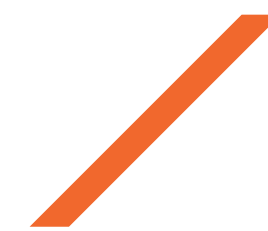
- Maintained rigorous standards in horse welfare, routine care, veterinary checks, and updated EAGALA and E3A certifications.
- Expanded volunteer training with a robust curriculum covering horse safety, welfare, and programme facilitation.
- EQUAL's Programme Instructors and Equine Trainers attended targeted trainings, including mental health and trauma-informed approaches, dementia care training with Dementia Singapore, aligning our skills with the growing demand for elderly programmes.

Learning Journeys & Animal Welfare Innovation

- On 6 October 2025, the EQUAL team participated in a Learning Journey with Mandai Wildlife Reserve, exploring Positive Reinforcement Training techniques for daily animal care.
- The session which included a presentation on natural horse behaviour by Gail Laule and hands-on learning with the Zoo's capybaras, sea lions and pygmy goats, reinforcing respect and voluntary cooperation in animal husbandry.
- These initiatives strengthen our commitment to animal welfare as we have begun to incorporate Positive Reinforcement Training in our horse training, ensuring all horses receive compassionate care and that our programmes achieve the most beneficial outcomes for both humans and animals.



ESG Report



At EQUAL, caring for people and animals goes hand in hand with caring for how we work. We believe that good governance, respect for the environment, and creating positive social impact are all part of building a community that can thrive together.

GOVERNANCE



We are committed to building a strong and transparent governance framework that ensures accountability at every level of our organisation. With clear oversight, policies, and practices in place, EQUAL continues to uphold the trust of our donors, beneficiaries, and partners.

Adherence to regulations and best practices

We comply with the Charities Act and the Code of Governance for Charities and IPCs, ensuring that our operations remain responsible and transparent.

Policies to safeguard integrity

Clear policies are in place for financial management, data protection, and conflicts of interest. All Board and staff members make annual declarations of interest to uphold accountability.

Strong financial stewardship

The Audit Committee reviews all financial matters, supported by periodic internal checks to ensure sound stewardship of resources.

Risk management practices

We adopt structured risk management processes to identify, assess, and mitigate risks, strengthening organisational resilience and donor trust.

ENVIRONMENTAL



As an organisation that works closely with horses and nature, EQUAL is deeply aware of our responsibility to care for the environment. We take steps, both big and small, to reduce our footprint and use resources mindfully in our daily operations.

Resource use and recycling

We recycle and reuse stable materials wherever possible, while making conscious efforts to minimise waste. 100% of our horse waste is sent to be made into fertilisers, ensuring that nothing goes to waste and contributing to a more circular, sustainable system.

Energy and Water Conservation

Steps are taken to reduce water and energy usage in our daily operations, especially in horse care and facility management. Our overall energy use has gone down by 25%, reflecting our efforts to manage resources more efficiently.

Paperless practices

By shifting towards digital communications, we cut down on paper use while keeping our outreach clear and accessible. Our paper use is now 5% less than before.



EQUAL believes that true sustainability means caring for people as much as for the environment. We are committed to creating a positive social impact by nurturing inclusive communities, supporting the growth of our staff and volunteers, and building strong, trusting relationships with those we serve and those who support us.

Social services and community programmes

EQUAL offers animal-assisted programmes that support children, youth, adults, and seniors, including those with special needs or mental health challenges. Our sessions help participants build confidence, resilience, and stronger connections with the community.

Training and development for staff and volunteers

Training and development opportunities are provided to staff and volunteers, ensuring they are well-equipped to deliver impactful programmes and uphold high standards of animal care and safety.

Workplace safety

EQUAL maintains workplace safety standards across our premises, ensuring that staff, volunteers, and beneficiaries can participate in programmes and activities in a safe and secure environment.

Positive culture

EQUAL is committed to fair practices and a positive workplace culture, recognising that the well-being of our people is central to achieving our mission.

Volunteer and supporter engagement

EQUAL continues to strengthen relationships with our supporters and volunteers, who are vital to our work. We currently have 580 registered volunteers, contributing over 8,000 volunteer hours. We also took part in the Volunteer Management Capability Development (VMCD) Consultancy, a project by NCSS and Empact, to redesign volunteer roles, better match skilled volunteers, and create more meaningful experiences for those who give their time to support our programmes.



FINANCIAL Summary



EQUAL's financial position remains stable. Our reserves currently cover 1.34 times of operating costs, compared to our 24-month target. As demand for EQUAL's programmes continues to grow and the costs of horse care rise, ongoing support from donors and grants remains essential to sustain our impact.

For more information on financial performance and various funds held, please refer to our full set of audited financial statements for the financial year ended 30 June 2025.

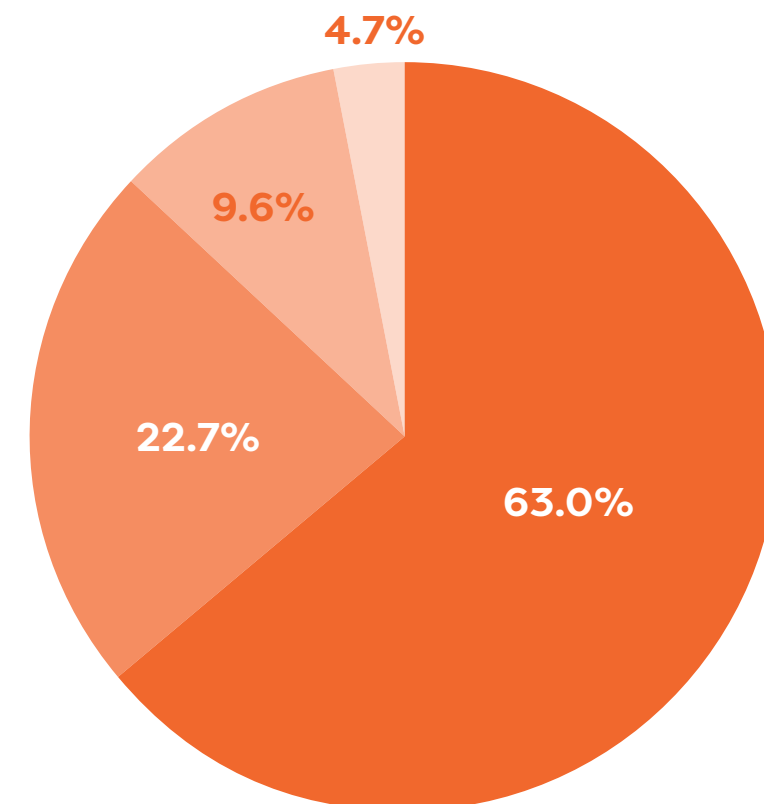
INCOME

Total Income

FY24/25	\$2,923,575
FY23/24	\$2,840,462
FY22/23	\$3,346,209

Total Expenditure

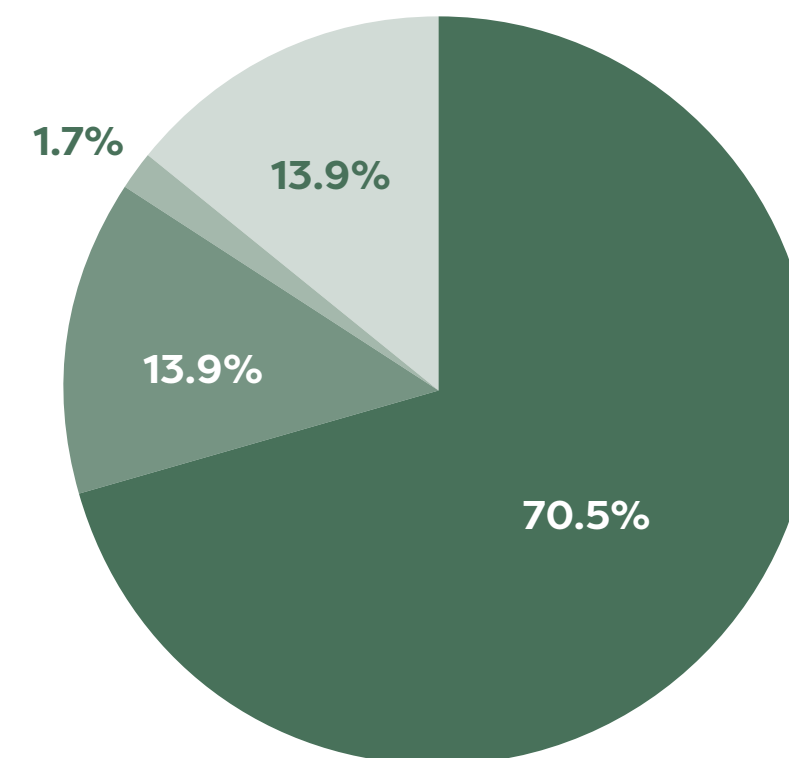
FY24/25	\$3,160,466
FY23/24	\$2,748,419
FY22/23	\$2,607,814



- **Grants**
\$1,841,831
- **Fundraising & Donations**
\$663,112
- **Programme Income**
\$281,455
- **Other Income**
\$137,177

Total Income
\$2,923,575

EXPENDITURE



- **Manpower Expenses**
\$2,228,162
- **Corporate Expenses**
\$439,844
- **Depreciation Expenses**
\$53,525
- **Animal Welfare, P&S Operation Expenses**
\$438,935

Total Expenditure
\$3,160,466

UNRESTRICTED RESERVE RATIO

Unrestricted Reserves

FY23/24	FY24/25
\$4,482,424	\$4,243,676

Unrestricted Reserves Ratio

FY23/24	FY24/25
1.63	1.34

COST PER BENEFICIARY

Company Cost per Beneficiary	\$1,034	\$864
Direct Cost per Beneficiary	\$456	\$361

■ **FY24/25** ■ **FY23/24**

Statement of Financial Position

Year ended 30 June 2025

	FY24/25	FY23/24		FY24/25	FY23/24
	\$	\$		\$	\$
ASSETS			FUNDS AND LIABILITIES		
Total Assets	5,490,040	5,462,715	Total funds and liabilities	5,490,040	5,462,715
Non-Current Assets			Funds	4,245,533	4,482,424
Total:	62,617	170,610	Liabilities	1,244,507	980,291
Right-of-use asset	0	11,246	Total non-current liabilities	166,317	214,871
Property, plant and equipment	62,617	159,364	Deferred capital grants	2,667	51,221
			Other payables and provisions	163,650	163,650
Current Assets			Total current liabilities	1,078,190	765,420
Total:	5,427,423	5,292,105	Lease liability, current	0	12,648
Cash and cash equivalents	291,557	1,644,320	Deferred grants & capital grants	418,929	287,663
Other receivables	108,407	141,704	Other payables and provisions	659,261	465,109
Other financial assets	5,027,459	3,506,081			

EQUAL'S DONORS

Sponsors and Partners

\$500K AND ABOVE

Temasek Foundation
 National Council of Social Service
 Tote Board
 UBS SymAsia

\$10K TO \$50K

Aesopica Pte Ltd
 Birds of Paradise Gelato Boutique
 GIC Private Limited
 Resource Pacific Holdings Pte Ltd
 Ouyang Yuanwen
 Nanhua Asset Management SG Pte. Ltd
 TAL Building Tech
 Sunray Woodcraft Construction Pte Ltd
 UBS Singapore
 The Grace, Shua and Jacob Ballas II Charitable Trust
 Yaputri Pte Ltd
 Wong Fong Fui
 Obayashi Singapore Private Limited
 Chian Teck Realty Pte Ltd
 Asia Resource Corporation
 Boustead

\$10K TO \$50K (Cont'd)

Curious Creatures Studio Pte Ltd
 Ho Ching
 Jacqueline Koh
 Wendy Yap
 LSK Engineering (S) Pte Ltd
 Common Man Coffee Roasters
 Lai Huen Poh
 BRC Asia Limited
 Hsuen Chow Pte Ltd
 SEN TAT Engineering Pte Ltd

\$5K TO <\$10K

Tanah Merah Country Club
 Belinda Widgery
 Eugene Yong Kon Yoon
 Woh Hup (Private) Limited
 Corten Interior Solutions Pte Ltd
 Richard Williams
 SG Bogen Pte Ltd
 Friends Fur Life Pte Ltd
 Koh Chong Hin
 Superdogs Pte Ltd
 Tiong Seng Contractors (Pte) Ltd

\$5K TO <\$10K (Cont'd)

Singapore Pools
 Tony & Melanie Chew
 Alliance Concrete
 BBR Piling Pte Ltd
 Chevron International (S) Pte Ltd
 Hong Yang Development Pte Ltd
 Kimly Construction Private Limited
 KTC Civil Engineering & Construction Pte Ltd
 Lim Tchuang Cheio, Tchwonoyoson
 Mero Asia Pacific Pte Ltd
 Mitsubishi Electric Asia Pte Ltd
 Nippon Paint (Singapore) Company Private Ltd
 Pang Sze Khai
 Pan United Concrete Pte Ltd
 SAMWOH Corporation Pte Ltd

\$3K TO <\$5K

Ow Khai Hoong
 Li Weisi Christine
 Quan Shui Wet Market
 David Tay Ang Peng
 Globalcities Consult Pte Ltd
 Lee Foundation
 Sandhia Nair

\$1K TO <\$3K

Boutiques Singapore
 Pikohana Pte Ltd
 Bernard Yu
 Ong Chuan Leong
 Lee Hui Min
 Lim Cheng Yong
 Ong Yuh Hwang
 Linda Chai
 Sabi Studio
 Ang Hui Ru
 Bizlify Pte Ltd
 Cai Tingyi Jocelyn
 Chan Yong Kiat James
 Chew Yue Ting
 Chiam I-Ling, Grace
 Dyason Nei Alan
 Er Wan Ling
 Foo Mao Ching
 Koloen Gunnar Stautland
 LTM Automation Enterprise
 Purnima Gandhi
 Tan Wan Yun

Special thanks to other notable partners, advocates and supporters of EQUAL's events:

CHRISTMAS AT THE STABLES 2024

Event Sponsors and Partners:

Orchard Road Business Association
 Singapore Tourism Board
 Q's Advertising
 GoRental!
 Hua Hng Trading Co
 Lek Kwong Electrical
 Sunray Woodcraft Construction
 RDA Singapore
 Klook Singapore

F&B, Retail and Workshop Partners:

Able Bagel
 Birds of Paradise Gelato Boutique
 Brotherbird Bakehouse
 Common Man Coffee Roasters
 D'Legacy
 Pizza Keenway (SG) x Tran Pizza (VN)
 Marymount Bakehouse
 Quan Shui Wet Market
 Roti Fifi
 Uncle Didi
 Apricot & Co.
 Baremetalco

F&B, Retail and Workshop Partners (Cont'):

Le Petit Society
 Little U
 Knoette.Co
 Plantitude
 Quan Shui Wet Market
 Rags to Peaches
 Rough Beauty
 Sabi Studio
 Sage & Ylang
 Sculptable
 Saor Leather
 The Curious Meeple

Performers:

Feiyue Senja Ukelele Club
 Paco & Friends
 EQUAL Strings

CHARITY GOLF DAY 2025

Special Thanks to:

Lai Huen Poh
 Leslie Teng Nee Hock
 Dr Melanie Chew

Golf Flight Sponsors:

Nanhua Asset Management SG Pte. Ltd
 Sunray Woodcraft Construction Pte Ltd
 Asia Resource Corporation
 Boustead
 Chian Teck Realty Pte Ltd
 LSK Engineering (S) Pte Ltd
 Yaputri Pte Ltd
 BRC Asia Limited
 SEN TAT Engineering Pte Ltd
 Woh Hup Pte Ltd
 Corten Interior Solutions Pte. Ltd
 Obayashi Singapore Private Limited
 Singapore Pools
 Mero Asia Pacific Pte Ltd
 Nippon Paint (Singapore) Company Private Limited
 Kimly Construction Private Limited
 Chevron International (S) Pte Ltd
 Samwoh Corporation Pte Ltd
 Tiong Seng Group
 KTC Civil Engineering & Construction Pte Ltd
 Alliance Concrete Singapore Pte Ltd
 BBR Piling Pte Ltd
 SG Bogen Pte Ltd
 Hong Yang Development Pte Ltd

Golf Flight Sponsors (Cont'd):

Pan-United Concrete Pte Ltd
 Mitsubishi Electric
 Bizlify
 Tony & Melanie Chew

Donors, Goody Bag & Prize Sponsors:

AWG Insurance Brokers Pte Ltd
 Apex Asia Group Pte Ltd
 Denza
 Philip Stein
 Venus Beauty
 Sage and Ylang
 IN GOOD COMPANY
 ASHER BWS PTE LTD
 PikoHANA
 Clearwater Bay Golf Club and Country Club
 STARBALM
 ZAPPY
 Ba Na Hills Golf Club
 Lucky Store
 Palm Springs Golf Batam
 Pineapple Valley Golf Club
 The Standard Singapore
 The Standard (Hua Hin)
 The Els Club
 Far East Organization
 Soluballs
 Golf X
 Common Man Coffee Roasters

HOW YOU CAN Support Us

With your partnership, EQUAL can continue transforming lives through the healing power of horses. Thank you for walking this journey with us.

DONATE

Your donations help us maintain the well-being of our animal partners and sustain our impactful programmes.

PayNow

Contribute directly by scanning the QR code with your PayNow app.



Online Giving

Visit our website equal.org.sg or giving.sg/equal to make a secure online donation.

VOLUNTEER

Join our community of dedicated volunteers and experience the joy of working alongside our animals to uplift lives.

Roles

From assisting in our stables to supporting our outreach programmes, there are various ways to contribute.

Commitment

Volunteers must be 16 years or older and able to commit to regular sessions on a weekly or fortnightly basis

Sign Up

Scan the QR code below to sign up or email us at volunteer@equal.org.sg



SPONSOR A HORSE

Help ensure our animal partners receive the care they deserve while supporting our programmes.

Yearly Sponsorship

Sponsor one of our horses or other animals, providing them with food, medical care, and a safe environment. As a sponsor, you'll receive regular updates and have the opportunity to visit your sponsored animal.

Be a Hoof Hero

Celebrate your special day by becoming a "Hoof Hero"! Instead of gifts, ask your friends and family to contribute to the care of one of our rescued horses. Your birthday fundraiser can make a real difference in the life of a horse and the beneficiaries who depend on them.

Scan the QR code below to sign up as a Hoof Hero.



CORPORATE PARTNERSHIPS

Be a part of the EQUAL herd. We offer tailored partnership opportunities that align with your corporate social responsibility goals.

Corporate Volunteering

We invite corporates to volunteer with us at the stables or with our elderly programmes – it's a one-of-a-kind way to give back!

Corporate Donations

Donations to EQUAL qualify for a 250% tax-deduction, and will be matched up to 100% if made under one of our fundraising campaigns.

Well-Being Programmes for Staff

Our well-being programmes with the EQUAL horses can be tailored for working professionals too—come experience it with your teams!

GET INVOLVED TODAY!

Follow Us

Stay updated and share our mission on LinkedIn, Facebook and Instagram.



Contact Us

Have questions or want to discuss how you can support us? Get in touch with our team.

+65 6904 0422 | connect@equal.org.sg



www.equal.org.sg



+65 6904 0422



info@equal.org.sg



[equal.sg](https://www.facebook.com/equal.sg)



[equal-ark-singapore](https://www.linkedin.com/company/equal-ark-singapore)