LITTLE SHEPHERDS' SCHOOLHOUSE™

Catholic Preschool Education (Singapore) Ltd.



Planting seeds of joy, learning and virtue in every child.

ANNUAL REPORT 2024

(issued 31 July 2025)

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ABOUT US

Catholic Preschool Education (Singapore) Ltd (CPES) manages seven preschool centres under the Little Shepherds' Schoolhouse (LSS) brand, as a faith-based non-profit entity with the Roman Catholic Archdiocese of Singapore.

Our purpose is to provide quality early childhood education grounded in a holistic virtues-based programme. We are guided by the Vision, Mission and Core Values of LSS, in service to communities around us, to empower each child with a strong foundation for life.

Vision

Every Child is a Joyful Learner





Mission

To inspire love for learning and grow in virtues in harmony with self, the environment and society



CORE VALUES

1. Gratitude

To appreciate the efforts made by others

2. Respect

To show positive regard for all creation, accepting them as they are

3. Attitude

To act with prudence, temperance, fortitude and justice

4. Care

To express love and concern for family, community and the world

5. Empathy

To discern and be thoughtful of the feelings of others











CHARITY OVERVIEW

Catholic Preschool Education (Singapore) Ltd (CPES) was incorporated as a company limited by guarantee on 16 October 2019.

CPES was registered as a charity under the Charities Act (Chapter 37) since 1 January 2021.

Unique Registration Number (UEN)
201934727Z

Registered address
2 Highland Road, Singapore 549102

Correspondence Address
47 Jurong West Street 42, Singapore 649368

Auditor
Singapore Assurance PAC

Bank
DBS Bank Limited

MESSAGE FROM THE CHAIRMAN & EXECUTIVE DIRECTOR

At the heart of our work is a deep commitment to nurturing each child in mind, character and spirit, through the virtues and expression of our Catholic ethos.

We believe that a true education shapes both the intellect and the heart, helping children grow into gracious, resilient, and grounded individuals.



We see each child as a precious gift from God. In every learning moment, we seek to offer a still point of grace – a quiet centre from which children can draw inner peace, strength and purpose.

Through reflection, prayer and acts of kindness, they may then, in their own special way and time, encounter the sacred in the ordinary and learn to notice God's presence in the everyday, growing in their sense of wonder and gratitude.



Our curriculum weaves together faith, values and curiosity. It encourages our children to live out virtues like patience, honesty, generosity and humility – not just in lessons, but in how they play, share and care for one another.

Our educators walk alongside them in this journey, guiding with love and modelling the values we hope to pass on.

As we look back on 2024, we celebrate the growth in our children and who they are becoming, their quiet confidence in knowing they are deeply loved, guided by truth and anchored in grace.

Mr Benjamin Lee
Chairman
Appointed Apr 2025

&

Mrs Shirley Tan
Executive Director
Appointed Jan 2020





TESTIMONIALS



Tiffeny Kua Siew Fong
Parent of Isla Chan Yan Ting
Little Shepherds' Schoolhouse
@ St Francis of Assisi - Jurong West

As parents we can only hope to provide a nurturing, caring environment where we can witness our children thrive. At LSS, we felt the care, respect and love where education and environment support the growth of our daughter.

Thank you to all the teachers and staff at LSS JW for helping my daughter gain confidence, social skills and values to help her grow.



Chung Wing Sum
Parent of Kuan Kar Hyun, Kiara
Little Shepherds' Schoolhouse
@ St Anne's Church

Our youngest daughter currently attends Little Shepherds' Schoolhouse, while her older siblings have graduated from the school over the past few years, all of them having enjoyed their time there.

The school ensures that the children's well-being is looked after and provides a conducive environment for their development. Importantly, the teachers always show a lot of love to the children, who blossom under their tender care. Our children eagerly anticipate attending school and love sharing their fun activities when they come home.

TESTIMONIALS



Sito JianXin & Wendeline Zhuo
Parents of Sito Yu Jun, Frayden
Little Shepherds' Schoolhouse
@ Church of the Holy Trinity

Our son, Frayden, is in the Nursery class, the second year of his preschool journey at Little Shepherd Schoolhouse.

As parents, we emphasise the importance of finding a quality preschool that provides a strong foundation to shape our child's attitude towards learning and developing social interactions. LSS not only encompasses this but also encourages our son to master other essential skills, such as self-regulation and cooperation with those around him.

Above all, Frayden loves going to school, and this is thanks to all the teachers and school staff, including the cooks and cleaning aunties. They imbue love and care into all our children. Our little ones are taught moral values and life skills, which are just as important as academic achievement.

We would like to express our special thanks to LSS Centre Leader, Ms Cindy, for your dedication and self-driven approach in ensuring a well-ordered and organised system at LSS.

Keep up the great work, LSS!

TESTIMONIALS



Bryan Goh & Seraphina Tan
Parents of Christopher, Nathaniel & Dominic Goh
Little Shepherds' Schoolhouse @ Church of St Francis Xavier

Warmth – the kind that nurtures growth and development – is what makes LSS@COSFX truly special for our family. From the meaningful relationships forged between children and teachers to the friendly connections with parents and the school, the warmth is undeniable.

It's in the cheerful smiles and greetings from the admin and support staff, the inviting environment, and the thoughtful classroom setups. Every detail, from the decorations at the entrance to the genuine care of the team, creates an atmosphere of comfort and belonging.

The result? Our children love going to school, thrive in their learning, and deepen their faith – a dream for any parent. We've seen incredible growth and development in our children since they joined LSS, and we're deeply grateful for the outstanding education and care they provide. Simply amazing!

TESTIMONIALS



Parents of Capanzana Rae Avana Caparros
Little Shepherds' Schoolhouse @ Church of St Anthony

As a foreigner in Singapore and a first-time mom, it's been quite a challenge to find the right school for my daughter. However, I'm so grateful to Ms Jacqueline and her incredible team for guiding us through this journey. They genuinely care for my daughter, and after a year in school, I've witnessed incredible growth in her—socially, emotionally, mentally, and physically.

What I love most is how the school has been such a wonderful partner in helping us instill Catholic teachings in her, which is incredibly important to us as a family. The teachers are friendly, and the activities they organise are not only engaging for my daughter but for the entire family. They always make an effort to involve us parents, fostering a strong bond between us and our children.

Starting school was a bit difficult for both our daughter and us, but thanks to the amazing support from Little Shepherds' Schoolhouse, we've felt truly supported every step of the way. We couldn't be more grateful for this partnership!

OUR CURRICULUM

At LSS, we provide a comprehensive education that extends beyond academic excellence to prepare children for the complexities of life. Our curriculum is rooted in Biblical principles, seamlessly integrating virtues such as **integrity, resilience,** and **compassion** into everyday learning. These values form the cornerstone of our educational approach, equipping children with the moral foundation necessary for their personal and professional futures.

The **Education in Virtue (EiV) programme**, developed by the Dominican Sisters of Mary, Mother of the Eucharist (DSME), is integral to our approach. EiV presents virtues not as abstract ideals but as actionable practices that children can apply in their daily lives. Through experiential learning, children internalise these virtues, which are further reinforced through daily prayer and reflection.

This holistic approach fosters not only intellectual growth but also emotional and spiritual maturity, ensuring that children are well-prepared for the challenges they will encounter in adulthood.

















Our centres are intentionally designed to support this developmental journey, with dedicated spaces that foster both academic and spiritual growth.

The **Peace Space** offers a quiet environment for reflection and mindfulness, allowing children to cultivate inner calm and resilience. The **God Space** provides an opportunity for children to engage with the Word of God in an age-appropriate and meaningful way, deepening their spiritual understanding and connection. The **Sacred Space** facilitates daily rituals of prayer and reflection, fostering a sense of community and shared reverence among children.

At LSS, we are committed to fostering well-rounded individuals who are not only academically capable but also grounded in strong moral values. Through our emphasis on virtues, character development, and spiritual growth, we ensure that children leave our institution not only prepared for future academic pursuits but also **equipped with the integrity, compassion, and resilience needed to navigate the challenges of life with confidence and purpose.**

GOVERNING BOARD OF DIRECTORS

Name	Appointment	Occupation
Mr Ho Kin San	Chairman (Appointed 01/04/2022) Tenure until 1 Nov 2024	Lawyer
Mr Lee Chee Lin Benjamin	Chairman (Appointed 01/04/2024) Deputy Chairman (Appointed 01/04/2022)	Fund Manager
Rev Fr Benedict Chng Hak Shen	Spiritual Director	Priest
Ms Bernadette Choo	Board Member	Retired Civil Servant
Mr Dominic Soh Kim Siong	Board Member	Retired Colonel
Ms Tan Patsy	Board Member Tenure until 1 Nov 2024	HR Consultant
Mr Peter Tan Guan Leong	Board Member Tenure until 1 Nov 2024	Retired Civil Servant
Mr Tan Kian Chew	Board Member	Retired CEO
Mr Jonah Dominic Ong Seah Tatt	Board Member	CFO
Ms Lim Swee Gek, Audra	Board Member	Communications Specialist
Mrs Stephanie Gault, PBM	Board Member	Management Consultant

OUR PEOPLE

SENIOR LEADERSHIP TEAM



IMPACT AT A GLANCE



7 Schools



714 Children



110 Staff

OUR PRESCHOOLS



Little Shepherds' Schoolhouse was first established in 2019 and now consists of 7 campuses.

LITTLE SHEPHERDS' SCHOOLHOUSE™
Catholic Preschool Education (Singapore) Ltd.

* These childcare centres are appointed Partner Operator (POP) Centres by ECDA.

These centres are awarded the Singapore Preschool Accreditation Framework (SPARK), ECDA quality assurance framework.

HIGHLIGHTS OF THE YEAR

CNY Celebration Cum Townhall

CPES kicked off the Year of the Dragon with an exciting and lively Chinese New Year Celebration and Annual Townhall at the Church of St Francis Xavier.

It was a heart-warming occasion to celebrate and express our gratitude for the amazing dedication of our staff, who give their all to nurture and care for the children entrusted to us.

The festivities began with a joyful "Hóu Léi," marking the start of a prosperous and exciting year ahead. To show appreciation for the team's unwavering commitment, the Board of Directors presented Ang Pows as a thoughtful gesture of thanks. The event wrapped up with a fun and delicious buffet tea, where everyone had the opportunity to relax, bond with colleagues, and usher in the new year with fresh energy and a sense of togetherness!























K2 Overnight Camp

The annual K2 camp this year was designed to foster the holistic development of our children, with a special emphasis on life skills, perseverance, and building confidence in the face of challenges. Aligned with the Corrupt Practices Investigation Bureau's (CPiB) core values of honesty, integrity, and fairness, the camp aimed to instill these important principles at an early age.

Throughout the camp, children participated in various activities that encouraged teamwork and problem-solving. A memorable highlight was the campfire session, where the children gathered around to enjoy a BBQ, reflect on their experiences, and bond with their peers.

This activity not only nurtured a sense of community but also allowed the children to embrace the values of honesty, fairness, and integrity in a fun and engaging way.

The camp served as a meaningful platform for children to grow both personally and socially, leaving them with valuable life lessons they can carry forward.

Teachers' Day & CPES' 5th Year Anniversary

The Annual Dinner and Dance, held in celebration of CPES's 5th Year Anniversary at Copthorne King's Hotel, was an unforgettable evening of glamour and excitement.

A highlight of the night was the eagerly anticipated lucky draw, with the grand prize being a luxurious $1,000 staycation at Marina Bay Sands, which left everyone buzzing with excitement. Teachers were thrilled with the generous prizes they received, adding an extra spark to the festivities.

















The evening also featured a Best Dressed competition, with attendees going all out to showcase their most glamorous outfits. The creativity and style on display added to the allure of the evening, with many vying for the coveted title and all agreeing it was a fun and glamorous way to celebrate the night.

The exquisite Peranakan cuisine was a standout feature, offering a rich array of flavours that delighted guests and added a distinct cultural touch to the celebration.

The games throughout the evening kept the energy high, fostering friendly competition and countless moments of laughter.

Craig Teo, the comedian and actor who hosted the event, brought his trademark humour and charisma, entertaining the crowd and ensuring the night was filled with joy and light-hearted fun. His lively presence added to the festive spirit, making the evening even more unforgettable.

Children's Day Celebration

Children's Day was a joyous occasion across all Little Shepherds' SchoolHouse centres, with each centre planning unique and meaningful activities to celebrate our children.

The day was filled with laughter and excitement, as teachers organised a variety of engaging activities, from interactive storytelling and games to hands-on craft sessions and special performances.





























K2 Graduation Concert

The K2 Graduation Concert, held on the morning of 30 November 2024 at RELC International Hotel, was a truly memorable celebration. Themed "When We Believe," the concert took the audience on a heartfelt journey, reflecting both the biblical narrative and our shared experiences over the years.

The highlight of the event was the overwhelming response from parents. Many were deeply moved by the performances, expressing their joy, pride, and even tears as they watched their children take the stage with confidence and grace. From beautifully choreographed dances to heartfelt songs, each moment was a testament to the children's growth and the unwavering support of their families and teachers.

More than just a concert, it was a powerful reminder of the faith, resilience, and love that have shaped our journey together.





PDP (Leaders) 2024 Programme

We are proud to announce that two of our dedicated Centre Leaders, **Eunice Yeh** and **Melissa Neo**, have been selected for the PDP (Leaders) 2024 programme.

This prestigious opportunity recognises their outstanding leadership and commitment to professional development.

Through this programme, both Eunice and Melissa will enhance their leadership skills, further contributing to the growth and success of our centre.

Their selection for the PDP (Leaders) is a testament to their dedication and passion for providing quality education and care, and we are excited to see how this experience will further enrich their contributions to our community.





SembEnviro School Recycling League 2024

Little Shepherds' Schoolhouse @ Church of St Francis of Assisi - Jurong West proudly clinched the **SembEnviro School Recycling League 2024 award** for its innovative Recycling Corner.

Designed to instill a sense of environmental responsibility from a young age, the corner serves as an interactive space where children actively participate in sorting recyclables, learning about sustainability, and fostering eco-friendly habits.

This achievement reflects the school's dedication to nurturing environmentally conscious individuals through hands-on experiences that go beyond the classroom. The recognition affirms our commitment to integrating sustainability into everyday learning, inspiring children to care for the world they will inherit.

FINANCIAL PERFORMANCE SUMMARY

Income Statement

	FY2024	FY2023
	S$	S$
Income		
School Fees	5,239,070	4,923,757
Other Fees and Income	384,657	247,009
Government Funding	1,986,165	1,511,988
Total Income	**7,609,892**	**6,682,754**
Expenditure		
Manpower Costs	5,662,285	5,337,391
Other Operating Costs	1,201,541	1,354,247
Depreciation & Interest	342,778	365,127
Total Expenditure	**7,206,604**	**7,056,765**
Surplus/(Deficit) for the year	**403,288**	**(374,011)**

FINANCIAL PERFORMANCE SUMMARY

Balance Sheet

	FY2024	FY2023
Assets	**S$**	**S$**
Non-current Assets	3,325,999	3,474,379
Current Assets	2,508,395	2,816,120
Total Assets	**5,834,394**	**6,290,499**
Unrestricted Funds	2,175,613	1,771,762
Restricted Funds	198,470	199,033
Non-Current Liability	1,045,035	1,544,589
Current Liabilities	2,415,276	2,775,115
Total Funds and Liabilities	**5,834,394**	**6,290,499**

COUNCIL OF GOVERNANCE

BOARD TERMS OF REFERENCE

The Board of CPES is a non-executive body consisting of independent directors.

All non-executive directors are independent, bringing a diverse range of experiences and core competencies. This diversity enables the Board to effectively contribute to CPES's mission and goals.

The roles and responsibilities for the Board includes:

1. Embrace and endorse the Vision, Mission, Values, and strategic plan of CPES.
2. Approve the annual implementation plan to ensure alignment with CPES's strategic plan.
3. Ensure CPES's focus and direction are consistent with the expressions of its Members.
4. Uphold the spiritual and moral integrity of CPES.
5. Perform Board Director duties responsibly and diligently.
6. Stay informed about trends in the early childhood sector and other factors that could impact CPES.
7. Foster goodwill and team spirit among CPES Board Directors and staff for the collective interest of CPES and in the spirit of unity.
8. Maintain independence and objectivity, exercising fairness, integrity, and ethics in executing their duties.

BOARD MEETING & ATTENDANCE

Catholic Preschool Education (Singapore) Ltd is governed by a Board of Directors, which is the governing body responsible for overseeing and managing CPES. Reporting to the CPES board are committees appointed by the Board of Directors for the service units as well as the Finance, Human Resource and Curriculum committees

Name	MAR 25 Mar 2024	JUN 18 Jun 2024	SEP 30 Sep 2024	DEC 17 Dec 2024
Mr Ho Kin San	Y	Y		Tenure **until** 1 Nov 2024
Mr Benjamin Lee Chee Lin	Y	Y	Y	Y
Rev Fr Benedict Chng Hak Shen	Y	Y		
Ms Bernadette Choo	Y	Y	Y	Y
Mr Dominic Soh Kim Siong	Y	Y	Y	
Ms Tan Patsy	Y	Y	Y	Tenure **until** 1 Nov 2024
Mr Peter Tan Guan Leong	Y	Y		Tenure until 1 Nov 2024
Mr Tan Kian Chew	Y		Y	Y
Mr Jonah Dominic Ong Seah Tatt	Y	Y	Y	Y
Ms Lim Swee Gek, Audra	Y	Y	Y	Y
Mrs Stephanie Gault	Appointed 1 December 2024			Y

No board members are remunerated for their service in the Board for the financial year.

**Attendance is indicated as the number of meetings attended over the number of meetings scheduled between January 2024 to December 2024. Apologies for absence from the meetings together with the reasons for absence were given and acknowledged by the Board.*

COMMITTEES

Human Resource Committee

Chairman - **Mrs Stephanie Gault**, **Tan Patsy** (till 1 Nov 2024)
Committee Members:
Ms Stephanie Yap & **Ms Amy Tan**

The Human Resources Committee is responsible for overseeing CPES's human resource policies and strategies. The committee ensures that CPES has adequate and effective HR functions, policies, and strategies to meet statutory and regulatory compliance, as well as to align with CPES's overall strategy.

Finance Committee

Chairman - **Mr Jonah Dominic Ong Seah Tatt**
Committee Members:
Mr Kevin Lee Hien-Weng
& **Ms Yee Mei Emmie Luei**

The Finance Committee is responsible for overseeing CPES's financial health and ensuring sound financial management. The committee reviews and approves budgets, monitors financial performance, and ensures compliance with financial policies and regulations. It provides strategic financial guidance, supports fundraising efforts, and ensures the CPES's resources are used efficiently and effectively to support its mission and goals.

Audit & Risk Committee

Chairman - **Mr Tan Kian Chew**
Committee Members:
Mr Tan Guan Leong Peter (till 1 Nov 2024)
& **Mr Benedict Teo**

The Audit Committee is responsible for overseeing CPES's financial reporting process, internal controls, and audit functions. The committee ensures the integrity of financial statements, compliance with legal and regulatory requirements, and the performance of internal and external auditors.

Curriculum & Standards Committee

Chairman - **Ms Bernadette Choo**
Committee Members:
Dr Dawn Wu, Mdm Elizabeth Tan,
Dr Jennifer Kiing &
Ms Juliana Conceicao-Khng

The Curriculum & Standards Committee plays a pivotal role in ensuring the highest quality of education and training within CPES. The committee is dedicated to developing, reviewing, and maintaining robust curriculum standards that meet the evolving needs of our students and the professional industry.

Nominating Committee

Chairman - **Rev Fr Benedict Chng Hak Shen**
Committee Members:
Mr Benjamin Lee Chee Lin

The Nominating Committee is responsible for making recommendations to the Board on all Board appointments, including re-nominations.

GOVERNANCE

CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with CPES' conflict of interest policy.

The Board has established documented procedures for members and staff to declare actual or potential conflicts of interest regularly and as needed.

Board members also abstain from and do not participate in decision-making on matters where they have a conflict of interest.

WHISTLE-BLOWING POLICY

CPES maintains a zero-tolerance policy towards malpractice, impropriety, statutory non-compliance, or wrongdoing by staff, consistently upholding the highest standards of integrity across all operations.

The Management has established a formal procedure for employees and the public to report concerns regarding unethical or illegal conduct, irregularities, or malpractices. This process ensures that individuals can raise issues without fear of harassment or victimisation, with the assurance that their concerns will be taken seriously, thoroughly investigated, and that the outcomes will be communicated appropriately.

REMUNERATION OF STAFF

Annual remuneration of the three highest-paid staff who each receive more than $100,000, presented in bands of $100,000.

Renumeration Band	No. of Staff
Between $100,000 to $200,000	1
More than $200,000	Nil

DIRECTORY OF SERVICES



HEAD OFFICE

47 Jurong West Street 42 Singapore 649368
Telephone: 94375372

Website:
www.littleshepherdsschoolhouse.edu.sg

LSS KINDERGARTEN SERVICES

@Church of the Holy Trinity
Centre Leader: Ms Wee Kheng Luan
Centre Leader: Ms Cindy Lam
Address: 20 Tampines St 11, Level 2, Singapore 529455

@St Anne's Church
Centre Leader: Ms Anusha Fernando
Address: 66 Sengkang East Way, Singapore 548593

LSS CHILDCARE SERVICES

@St Joseph's Church
Centre Leader: Ms Melissa Neo
Address: 600 Upper Bukit Timah Road, S679331

@Church of St Francis Assisi – Jurong West
Centre Leader: Ms Melissa Ng
Address: 47 Jurong West St 42, Singapore 649368

@Church of St Anthony
Centre Leader: Ms Jacqueline Wee
Address: 331 Woodlands Ave 1, #01-421, Singapore 730331

@Church of our Lady Star of the Sea
Centre Leader: Ms Eunice Yeh
Address: Block 235 Yishun St 21 #01-440/442, Singapore 760235

@Church of St Francis Xavier
Centre Leader: Ms Angela Lim
Address: 63A Chartwell Drive, Singapore 558758

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