

STREAMS OF **IMPACT**

Registered Name

Dementia Singapore Ltd.

Patron

President Tharman Shanmugaratnam

UEN

202111519K

Trustees

- Dr Ang Peng Chye
- Dr Ng Li-Ling
- Mr Chua Eng Chiang

Date Established

1 April 2021

Corporate Governance

In compliance with the Code of Governance for Charities and Institutions of Public Character, DSG is required to disclose its reserves policy (refer to page 61) and annual remuneration of its key Executives.

Constitution

Company Limited by Guarantee

All surplus funds are only to be invested in fixed deposits with reputable banks.

Registered Address

20 Bendemeer Road, #01-02,
BS Bendemeer Centre, Singapore 339914

For the year ended 31 March 2026, the three highest-paid executives with annual remuneration exceeding \$100,000 each (which include salaries, bonus and employer’s Central Provident Fund contributions) were:

Charity Registration Date

11 August 2021

- \$100,000 to \$200,000: 1
- \$200,000 and above: 2

IPC Status

1 January 2025 to 31 December 2027

DSG discloses that there is no paid staff, being a family member of the Chairman of the Board or a Board Director of the charity, who has received remuneration exceeding \$50,000 during the financial year.

Auditor

Baker Tilly TFW LLP

Name of DSG’s Bankers

- United Overseas Bank Limited Singapore
- Standard Chartered Bank (Singapore) Limited
- BNP Paribas Singapore Branch

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Chairman's Message



Dr Philip Yap
Chairman,
Dementia Singapore

We marked a historic milestone in November 2025 when our long-standing chief executive officer, Jason Foo, retired after having pioneered many innovative programmes and services during his tenure. Most notably, Jason led the strategic rebranding and transition of Alzheimer's Disease Association into Dementia Singapore on September 1, 2021.

As we express our gratitude to Jason for over a decade of dedicated leadership, we warmly welcome Bryan Tan as our new CEO and look forward to him spearheading Dementia Singapore to greater heights. Bryan brings a stellar track record in executive leadership and is no stranger to the charity sector. He is well-positioned to steer Dementia Singapore into its next chapter of growth and impact.

Celebrating Dementia Singapore's 35th anniversary provided a welcome opportunity to take stock and reflect on our endeavour towards a truly dementia-inclusive society. An expedient and effective way to understand dementia, foster greater empathy, and normalise conversations, is to render dementia knowledge and insights more relatable and accessible. This is why the pinnacle of the year's advocacy efforts must be *A Singapore Dementia Story*—an anthology of five short films inspired by the true accounts of people living with dementia, many of whom are Dementia Singapore clients. The film project received widespread publicity and glowing reviews, marking a truly memorable milestone for the organisation.

The evolution of our person-centred initiatives across every phase of care—from diagnosis to late-stage support—reflects our commitment to delivering viable solutions and lasting change. To that end, we embrace the principles and practice of palliative care across the dementia continuum, emphasising dignified care that upholds quality of life for individuals living with dementia, as well as their families and caregivers.

This spirit of inclusivity led to the expansion of Dementia Singapore's targeted assistance, marked by the launch of a new caregiver support group tailored for families caring for loved ones with frontotemporal dementia, as well as the redesign of the Namaste Care programme—a structured multi-sensory intervention for persons living with dementia—to incorporate

hands-on learning while continuing to honour each individual's unique personhood.

We witnessed continued growth in the key instruments for public engagement and education. Not only did the number of sign-ups to our CARA membership programme surpass our expectations, the response to the new animated awareness video—designed to update users on the app's latest enhancements and features—has also been overwhelmingly positive. The momentum was no doubt boosted by CARA's participation in the Singapore Mental Health Conference 2025 at Singapore Expo, which focused on real-life applications in mental health care.

Efforts to enhance our dementia resource portal, DementiaHub.SG—which now offers smoother access to articles, resources, and blog posts—have been fruitful, leading to upticks in readership and active users. Beyond digital touchpoints, supporting community partners and the broader public on the ground remains integral to Dementia Singapore's vision and mission. We are heartened to now have 14 Meeting Centres—up from 10 last year—operated by eight social service agencies and religious organisations, which collectively enrich the lives of over 100 persons living with dementia and their caregivers.

Our societal impact is concretely seen in the Find Your Way digital guide, which documents key learnings from its successful implementation across several bus interchanges and MRT stations. Now available via our corporate website, the guide is designed to help institutions and organisations implement dementia-friendly wayfinding in their facilities. Additionally, we shared findings from our landmark study on the financial cost of dementia care in Singapore—underscoring how crucial government subsidies are in providing meaningful relief to caregivers.

For the rest of the year, we eagerly look ahead to the formal launch of the palliative toolkit as well as our signature event, Angela Saik's Forget Me Not musical showcase. We will be evolving our care services in tandem with the progressive rolling out of the ICCP (Integrated Community Care Provider) network as we also move to embrace artificial intelligence in a more systemic and intentional manner as an organisation. Let us rise to the challenge of an ever-changing landscape by remaining steadfast to our commitment; to build a society where people living with dementia and their families are valued, empowered, and included.

CEO's Message

I am deeply honoured to assume leadership at Dementia Singapore following Jason Foo's retirement in November, after his 13 years of dedicated service. This transition comes at a pivotal moment for the organisation, building on years of extraordinary growth achieved despite post-pandemic uncertainties.

Amidst the inherent challenges surrounding dementia, Jason helped elevate the organisation's public visibility, expand its caregiver support services, and strengthen partnerships across the government, community, and healthcare sectors. He was also instrumental in key initiatives, including the launch of a dedicated knowledge hub for up-to-date dementia resources and information, and our pioneering digital membership programme, the CARA mobile application, among other collaborative efforts with the Agency for Integrated Care.

Beyond seeing Dementia Singapore through its successful transition from the Alzheimer's Disease Association, he helped affirm and unlock its expanded potential. There are certainly many more milestones to hit and mountains to climb en route to realising a truly dementia-friendly Singapore, and I look forward to building on that momentum with the wonderful team he nurtured.

While my personal journey caring for my father with dementia continues to ground my commitment to this community, our progress is made possible by the dedicated Dementia Singapore team and our passionate volunteers over the past 35 years. Their hard work fuels our holistic strategy across care delivery, community engagement, research-based advocacy and capacity building.

This approach has opened the door to innovative solutions and creative ways to improve our support programmes—such as our Dementia Social Club, which now offers an expanded range of person-centred activities. Expressive arts therapy programmes, such as our latest Tough Nut initiative, continue to provide safe alternative spaces for caregivers to process experiences that are often difficult to express—whether grief, identity, or hope.

Hope is a particularly resilient force; it gives us the courage to face complex realities today while building real, long-term support for tomorrow. We see this impact in our inaugural batch of 23 Youth Advocates, who I am confident will continue growing through workshops and volunteering to become the changemakers and impact leaders our society needs.

I am excited to see how their fresh perspectives will accelerate our progress toward a more informed, invested, and inclusive society across all generations.

While we strategically embrace artificial intelligence to enhance effectiveness and efficiency, Dementia Singapore's heart remains rooted in human connection—the foundation of our passion, compassion, and conviction to enhance the well-being of everyone impacted by dementia in Singapore.



Mr Bryan Tan
Chief Executive Officer,
Dementia Singapore

About Dementia Singapore

Formerly known as Alzheimer’s Disease Association

Dementia Singapore was formed in 1990 as the Alzheimer’s Disease Association to better serve Singapore’s growing dementia community, increase awareness about dementia, and reduce the stigma surrounding the condition. The organisation officially completed its move from a Society to a Company Limited by Guarantee on 1 September 2021.

As Singapore’s leading Social Service Agency in specialised dementia care, Dementia Singapore continues to advocate for the needs of people living with dementia and their families; empower the community through capability-building, knowledge and consultancy; and deliver quality, person-centred care innovations.

Dementia Singapore is registered as a Company Limited by Guarantee (UEN No. 202111519K), listed as a Charity, and is recognised as an Institution of a Public Character. It is a member of the National Council of Social Service (NCSS) and Alzheimer’s Disease International. Dementia Singapore has also been a Centre of Specialisation appointed by NCSS since 2007 and is one of 13 Learning Institutes under the Agency for Integrated Care Learning Network.



Presence in Singapore

- 1

Caregiver Support Services
20 Bendemeer Road, #01-02,
BS Bendemeer Centre, Singapore 339914
- 2

Dementia Singapore Academy
20 Bendemeer Road, #01-02,
BS Bendemeer Centre, Singapore 339914
- 3

Family of Wisdom
20 Bendemeer Road, #01-02,
BS Bendemeer Centre, Singapore 339914
- 4

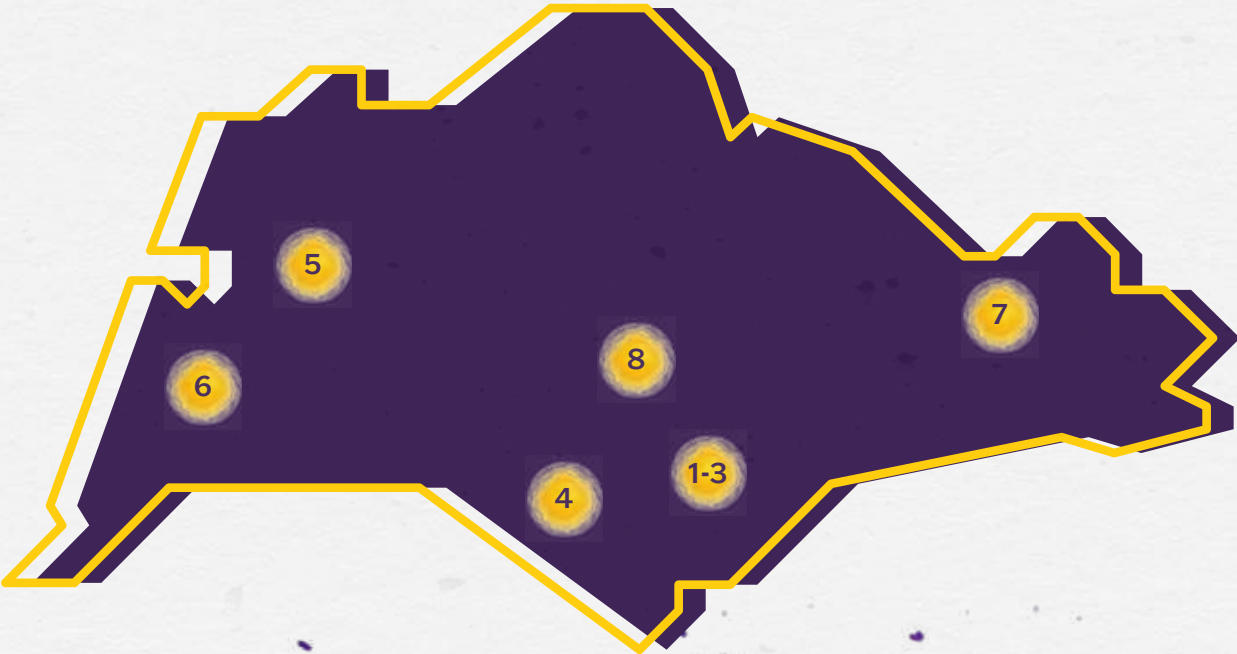
Dementia Social Club
298 Tiong Bahru Road, #10-05,
Central Plaza, Singapore 168730
- 5

New Horizon Centre (Bukit Batok)
Blk 511 Bukit Batok Street 52, #01-211,
Singapore 650511
- 6

New Horizon Centre (Jurong Point)
1 Jurong West Central 2, #04-04,
Jurong Point Shopping Centre, Singapore 648886
- 7

New Horizon Centre (Tampines)
Blk 362 Tampines Street 34, #01-377,
Singapore 520362
- 8

New Horizon Centre (Toa Payoh)
Blk 157 Toa Payoh Lorong 1, #01-1195,
Singapore 310157



Dementia Helpline
6377 0700

Monday - Friday

Saturday

9am to 6pm

9am to 1pm

Strategic Goals



OUR VISION

A Dementia-Inclusive Society



OUR MISSION

To improve the well-being of people impacted by dementia through Care Innovation, Advocacy, and Empowerment

Impact On Society



Awareness & Advocacy



Promote dementia inclusiveness and risk reduction; be the go-to organisation for dementia



Build Excellence in Dementia Care



Build academic and clinical excellence in dementia care



Care Innovation



Develop innovative and technology-assisted care practices

Impact On Organisation



Digitalisation



To achieve organisational efficiency and effectiveness



Engage Employees & Volunteers



Be an employer of choice; engage and upskill volunteers

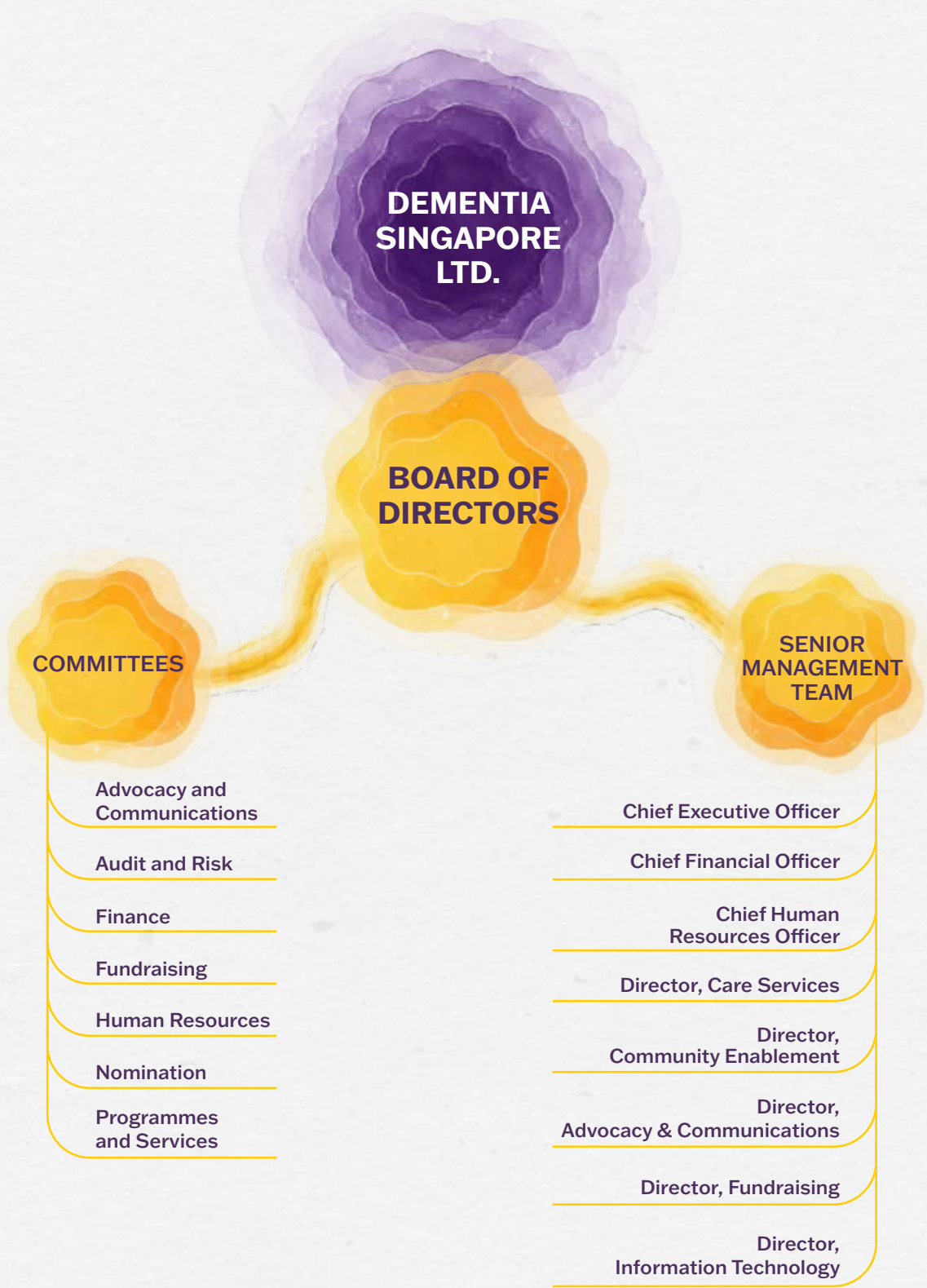


Financial Sustainability



Innovative fundraising and strategic partnerships

Organisational Structure



The Board and Management Team

The Board

The Board of Dementia Singapore Ltd (DSG) has continued to provide direction and oversight, ensuring the implementation of good governance and practices for effective performance and operations. Board Directors are not remunerated for serving on the Board.

A new Board Director, Mr Thomas Nigel James Landsborough Platts was inducted into the Board on 1 December 2025.

Meetings are held once every quarter. During the period of April 2025 to March 2026, the Board met four times. The Annual General Meeting was held on 26 September 2025.

The Board and Management Team



APPOINTED 2022
DR PHILIP YAP LIN KIAT
Senior Consultant, Department of Geriatric Medicine, Khoo Teck Puat Hospital
Chairman
Attendance 4/4



APPOINTED 2021
MR BRADLEY MICHAEL LEVITT
CEO/Fund Manager, Sentosa Capital Pte Ltd
Vice Chairman/Hon. Secretary
Attendance 4/4



APPOINTED 2023
MR NICHOLAS GOH CHER SHUIE
Founder & Group CEO, Verztac Consulting Pte Ltd
Hon. Treasurer
Attendance 4/4



APPOINTED 2019
MS SIA HWEE LAY
Director of Internal Audit, GIC Pte Ltd
Board Director
Attendance 4/4



APPOINTED 2021
MR HENG HIANG TECK (PAUL)
Managing Director & Executive Coach, NeXT Career Consulting Group
Board Director
Attendance 3/4



APPOINTED 2021
DR CHEN SHILING
Founder and Executive Director, Happee Hearts Movement
Board Director
Attendance 4/4



APPOINTED 2020
MS JASMINE KANG SIN EE
Deputy Director of Nursing, Tan Tock Seng Hospital
Board Director
Attendance 4/4



APPOINTED 2021
DR MOK VANESSA WAI LING
Senior Consultant, Department of Psychological Medicine, Changi General Hospital
Board Director
Attendance 4/4



APPOINTED 2023
MR YAP PAB CHIEH (ROGER)
Team Lead/Banker/Mediator, Financial Industry Disputes Resolution Centre Ltd (FIDReC)
Board Director
Attendance 4/4



APPOINTED 2025
MR CHEE GEE HONG (ANTHONY)
Head of Group Audit, NETS
Board Director
Attendance 4/4



APPOINTED 2025
MR THOMAS (TOM) PLATTS
Corporate and Commercial Lawyer, Partner and Head of M&A, Southeast Asia - Stephenson Harwood LLP
Board Director
Attendance 1/1

Disclosure of interest:

If a Board Director is directly or indirectly interested in any contract, proposed contract, or other matter, and is present at a meeting, at which the contract or other matter is the subject of consideration, the Director shall at the meeting and as soon as practicable after it commences, disclose the fact, and shall not thereafter be present during the consideration or discussion of, and shall not vote on, any question with respect to that contract or other matter.

Standing Committees

as at 31 March 2026

AUDIT AND RISK

Mr Chee Gee Hong Anthony (Chair)
Mr Chua Chwee Koh
Ms Ivy Ong
Mr Aaron Brewer
Mr Khairudin James Lamb

NOMINATION

Mr Bradley Michael Levitt (Chair)
Mr Paul Heng
Dr Philip Yap

ADVOCACY
& COMMUNICATIONS

Mr Paul Heng (Chair)
Mr Bradley Michael Levitt
Ms Ada Wong
Ms Eugenia Tan

FINANCE

Mr Nicholas Goh (Chair)
Mr Lee Guan Liu
Ms Tan Pei Jun
Mr Benedict See Toh
Mr Ian Pryor

PROGRAMMES
& SERVICES

Dr Chen Shiling (Chair)
Dr Noorhazlina Bte Ali
Dr Vanessa Mok
Ms Jasmine Kang
Dr Ong Pui Sim
Ms Philo Anthony
Ms P M Kumari

FUNDRAISING

Mr Tom Platts (Co-Chair)
Ms Debra Tay Li Minh (Co-Chair)
Mr Bradley Michael Levitt
Mr Roger Yap
Mr David Ho
Ms Julie Minamiura

HUMAN
RESOURCES

Mr Paul Heng (Chair)
Ms Erinna Khoo
Ms Miranda Lee

Working Group

as at 31 March 2026

ETHICS REVIEW

Dr Vanessa Mok
Dr Seng Boon Keng
Dr Noorhazlina Bte Ali

IT WORKGROUP

Mr Nicholas Goh
Mr Dexter Koh
Mr Anthony Woo
Ms Lim Kwee Lee
Mr Chew Eng Soon

The Senior Management Team

as at 31 March 2026



- 1

Mr Bryan Tan
Chief Executive Officer
(Appointed 21 October 2025)
- 2

Ms Vivien Wai
Chief Financial Officer
- 3

Ms Tracy Kwan
Chief Human Resources Officer
- 4

Mr Stephen Chan
Director, Care Services

- 5

Ms Chan Wing
Director, Community Enablement
- 6

Mr Bernard Lim
Director, Advocacy & Communications
- 7

Mr Sherwan Sharip
Director, Fundraising
- 8

Mr David Ho
Director, Information Technology

Corporate Governance & Information

Conflict Of Interest

In the spirit of transparency and governance, Dementia Singapore Ltd. (DSG) adheres to conflict-of-interest policies as stipulated under Section 156 of the Companies Act. This framework obligates all directors and staff to promptly disclose any direct or indirect interests in transactions with the company, ensuring decisions are made with DSG's best interests at heart.

Board Directors of DSG further commit to a disclosure of potential conflicts, including affiliations with other charities, contractors engaged in or contemplating transactions with DSG, personal business benefits, interests in utilising DSG's services, connections to DSG staff, and interests in legal proceedings involving DSG, among others. If a Board Director is directly or indirectly interested in any contract, proposed contract, or other matter, and is present at a meeting, at which the contract or other matter is the subject of consideration, the Director shall at the meeting and as soon as practicable after it commences, disclose the fact, and shall not thereafter be present during the consideration or discussion of, and shall not vote on, any question with respect to that contract or other matter.

Good Governance

Board Directors are not remunerated for serving on the Board, which provides direction and oversight, ensuring the implementation of good governance and practices for effective performance and operations.

To better safeguard our integrity and the trust placed in us, DSG has also instituted robust procedures to manage conflicts of interest effectively. This includes requiring Board Directors with conflicts to abstain from voting or discussing related matters, and to recuse themselves from pertinent meetings, with all decision-making processes thoroughly documented.

Furthermore, DSG ensures fairness in staff appointments and evaluations, particularly with candidates who are close relatives of Board Directors or current staff, by strictly adhering to established human resource protocols and requiring declarations of such relationships to prevent undue influence.

All Board Directors & Committee Members sign a conflict-of-interest disclosure statement upon joining and subsequently on an annual basis. This practice upholds our dedication to operating with the utmost probity, fostering a culture of transparency and integrity that underpins every facet of our work at DSG.

ESG Commitment and Sustainability Journey

Dementia Singapore remains committed to integrating Environmental, Social, and Governance (ESG) principles into its operations, ensuring that sustainability, social responsibility, and strong governance remain central to its mission and strategic priorities. ESG serves as a key enabler in strengthening organisational resilience, enhancing stakeholder trust, and creating long-term value for the communities we serve.

Environmental Stewardship

Dementia Singapore continues to reduce its environmental footprint through responsible and sustainable business practices. Key initiatives include accelerating digitalisation by promoting electronic communications such as the With You In Mind e-newsletter, reducing paper consumption across operational, marketing, and reporting activities, and minimising the production of printed materials, including annual reports. Hybrid work arrangements further support sustainability goals by reducing commuting-related emissions, while energy-efficient appliances and ongoing staff awareness campaigns encourage the responsible use of electricity and water. These efforts reflect our commitment to resource conservation, operational efficiency, and environmental responsibility.

Social Impact and People-Centred Culture

As a social service agency dedicated to supporting persons living with dementia and their caregivers, Dementia Singapore places people at the heart of everything it does. We actively strengthen relationships with volunteers, donors, beneficiaries, partners, and the wider community through regular engagement, recognition programmes, and transparent communication across multiple platforms. Internally, we foster an inclusive and supportive workplace by offering flexible work arrangements, enhanced leave provisions, employee wellness initiatives, counselling support, and opportunities for continuous learning and development. These efforts promote staff well-being, engagement, and a culture of care that enables our people to thrive and serve with purpose.

Governance and Accountability

Dementia Singapore upholds the highest standards of integrity, transparency, and accountability in the stewardship of resources entrusted to us. The organisation adheres strictly to all applicable laws, regulations, and the Code of Governance for Charities and Institutions of a Public Character (IPC). Robust governance frameworks, risk management practices, internal controls, and ethical standards guide our decision-making processes and organisational conduct. Through strong governance, we seek to safeguard stakeholder confidence, ensure responsible management of resources, and maintain public trust as a leading charity serving the dementia community.

Dementia Singapore maintains a whistle-blowing policy that enables concerns regarding suspected misconduct, fraud, or unethical behaviour to be reported confidentially and independently investigated, with appropriate follow-up actions taken and protection provided against retaliation.

Through our ESG journey, Dementia Singapore remains steadfast in creating sustainable social impact, supporting our people and communities, and strengthening governance practices that enable us to fulfil our mission responsibly and effectively for generations to come.

AWARENESS & ADVOCACY

Championing the Dementia Cause

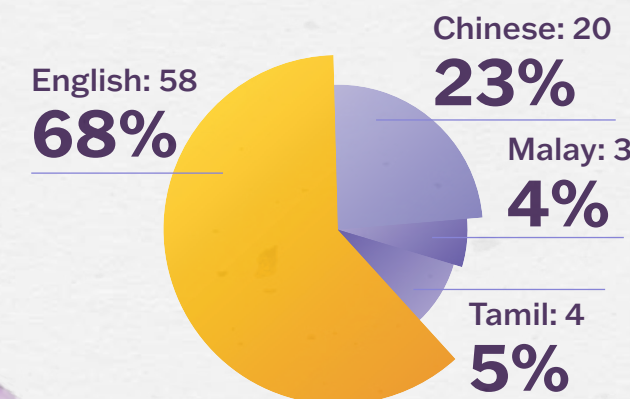
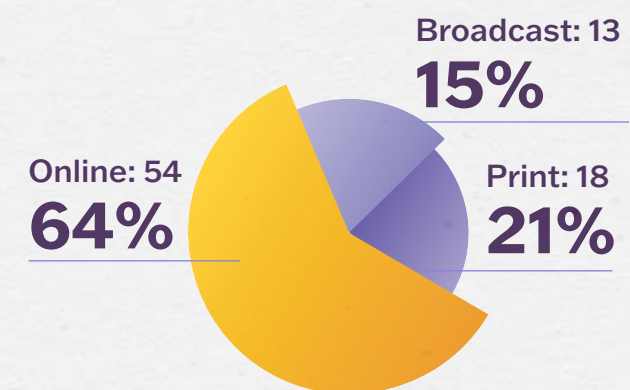
Awareness & Advocacy

In the Media

It was another impactful year for Dementia Singapore, securing 85 media mentions across all major vernacular platforms. Notably, broadcast coverage accounted for 15% of the total—a 7% increase over the previous year.

85 Total Mentions

Across all media platforms



A good part of this coverage stemmed from events celebrating Dementia Singapore's 35th anniversary. A key highlight was a commemorative gala dinner on 5 September honouring our milestone achievements, broad societal impact, and strategic contributions as a leading social service agency in specialised dementia care. The Guest-of-Honour that evening was Coordinating Minister for National Security and Minister for Home Affairs, Mr K Shanmugam, who made headlines by noting in his speech that Singapore's aging population is not just a medical issue, but a societal challenge—one that the government is keenly aware of and working alongside society and partners to address.

Keppel, a longtime supporter of Dementia Singapore, also made the news that day. The Business Times, Lianhe Zaobao, Berita Harian, and Tamil Murasu all covered the company's renewed partnership with us, which is marked by a pledge of S\$1 million over three years to support our care programmes.

Another hot topic was our effort to spotlight the financial impact of caregiving. Specifically, a new study conducted by global data and insights organisation Pureprofile in partnership with Dementia Singapore—released in October—highlighted the cost of looking after persons with dementia and revealed how government grants can defray these expenses by up to 36%. The findings were widely featured across print, online, and broadcast media, including a television report by CNA.

Our most widely covered event, however, was our latest advocacy initiative: *A Singapore Dementia Story* (ASDS). This anthology features five short films by local directors, all inspired by the lived experiences of Dementia Singapore's clients and advocates. Notable coverage included a feature in The Straits Times that also highlighted the "profound chemistry" between veteran actress Tan Kheng Hua and her daughter, Lim Shi-An. The project marked their first on-screen appearance together, starring in director Gavin Lim's contribution to *A Singapore Dementia Story*, titled *Another Go*. Radio and online coverage also included interviews on Kiss 92, One FM 91.3, and the news portal AsiaOne.

Other features worth highlighting included our contribution to the episode on dementia on Every Body Knows Season 2, a highly popular Singaporean health talk show that airs on Mediacorp's meWATCH, as well as a spotlight on Dementia Singapore's 35 years of dedicated support and advocacy for those impacted by dementia on CNA938's Our Town radio show.



Dementia Singapore's 35th Anniversary Gala Dinner

Held at Pan Pacific Singapore on 5 September in conjunction with World Alzheimer's Month, Dementia Singapore's 35th Anniversary Gala Dinner was graced by Guest-of-Honour, Mr K Shanmugam, Coordinating Minister for National Security and Minister for Home Affairs. He was joined by Dr Philip Yap, Chairman of Dementia Singapore and Mr Jason Foo, our former chief executive officer. The event also provided us with the opportunity to announce our renewed partnership with Keppel, through its philanthropic arm Keppel Care Foundation, which includes its \$1 million pledge over the next three years to strengthen our dementia care programmes and services.



In a video message, Patron of Dementia Singapore and President of Singapore, Mr Tharman Shanmugaratnam, thanked Dementia Singapore and its partners for leading a collective effort to ensure people living with dementia can continue to lead meaningful lives. "It is about understanding that dementia is not just a medical condition but a deeply human experience, and how relationships and care really matter," he stressed.

The evening's programme featured a recap of our key milestones, alongside inspiring performances by beneficiaries of Dementia Singapore's initiatives, long-time supporters, and guest artistes. Guests also participated in a spirited mini-auction featuring exclusive prizes, including Luzerne's SG60 Diamond Plate, an omakase dinner at Roketto Niseko, a dining and stay experience at Brae in Australia, and a Corvette Stingray driving experience.



Insights Into the Cost of Caregiving

According to a new study conducted by global data and insights organisation Pureprofile in partnership with Dementia Singapore, government subsidies play an important role in easing the financial strain of dementia care in Singapore.

The survey findings, which were announced on 14 October 2025 at a media session at Temasek Shophouse, found that with various government support schemes in place, caregivers can expect the cost of dementia care to fall by about 36% after subsidies, to around S\$24,000 per year. While this remains a significant expense and time commitment, the study highlights that government support provides a meaningful cushion for families navigating the challenges of dementia care.

Dementia Singapore's chairman, Dr Philip Yap, noted that most people with dementia also face other medical issues, like hypertension, diabetes, osteoporosis or orthopaedic problems, which add significantly to the total cost of caregiving, especially as dementia progresses and the need for constant supervision and assistance grows.



A Singapore Dementia Story



On 22 January 2026, Dementia Singapore announced its latest advocacy initiative, which leverages the fine art of storytelling through film to raise awareness about dementia and its unique impact. Presented in partnership with Lien Foundation, *A Singapore Dementia Story* is an anthology of five short films by Singaporean filmmakers that explore love, caregiving, and the lived realities of dementia.

Curated and produced by local veteran film producer Daniel Yun, the five films draw from real experiences, extensive research, and meaningful conversations with caregivers and persons living with dementia — many of whom are clients of Dementia Singapore. Joining seasoned filmmakers Gavin Lim (*Another Go*), Jenny Ng (*Really?*), Raymus Chang (*Two Ways to Forget*), and Vikneshwaran Silva (*The Last Thread*) is popular local actor Andie Chen, who made his directorial debut with his short film *What Day Is It?*.

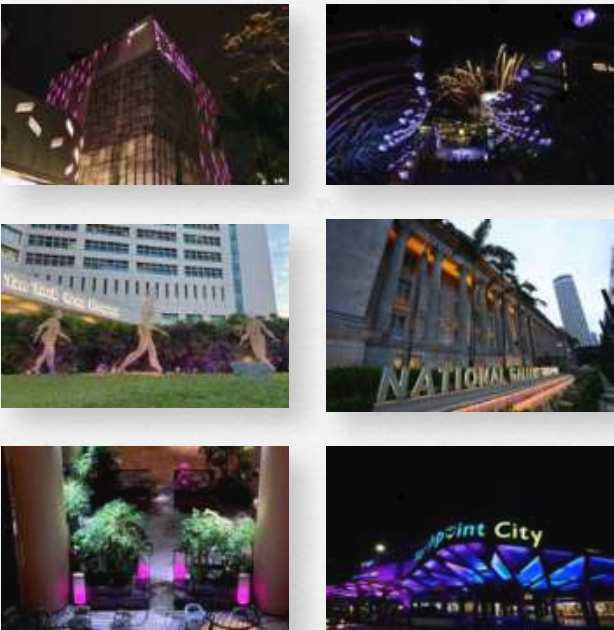
Mr Bryan Tan, CEO, Dementia Singapore, pointed out that “we often forget that [dementia] also has a complex and wide-ranging effect on family members, caregivers, and friends, as well as our healthcare system and society at large,” affirming why greater empathy is the cornerstone of a dementia-inclusive society. Mr Lee Poh Wah, CEO of Lien Foundation, added: “This anthology invites us to remember lives altered by dementia, confront stigma, and champion care that is both compassionate and creative.” The star-studded local cast include Tan Kheng Hua, her daughter Lim Shi-An, Peter Yu, Alaric Tay, Oon Shu An, Suhaimi Yusof, and A. Panneerchelvam.



#ShineForDementia Enters its Fifth Year

For the first time in the initiative's history, Pan Pacific Singapore joined the #ShineForDementia light-up showcase, illuminating its lobby with a curated selection of purple lights to mark World Alzheimer's Day on 21 September. Tan Tock Seng Hospital also made history by becoming the first healthcare institution to participate in this annual show of solidarity.

Purple is the universal colour representing Alzheimer's disease and dementia, while yellow symbolises optimism and positivity—offering a bright contrast to the stigma often surrounding the condition. Several other iconic Singapore landmarks also shone brightly in purple and yellow to support the dementia community, including National Gallery Singapore, Singapore Flyer, Esplanade – Theatres on the Bay, Singapore Sports Hub, Frasers Property and Sentosa Sensoryscape.



Our Getai Roadshows

Dementia Singapore continues to lead the charge in raising awareness and fostering open conversations through its #BackToTheHeartlands advocacy initiative.

The Our Getai roadshows—held in Joo Chiat on 26 April 2025 and Yew Tee on 16 January—demonstrated the power of music and entertainment in uniting the community and deepening understanding of dementia. Blending nostalgic performances and light-hearted banter with practical educational resources, the events reached over 500 in-person attendees and more than 50,000 online viewers.



Find Your Way Documentation

Since June 2021, Dementia Singapore and SBS Transit have been working closely on the Find Your Way initiative to help persons living with dementia navigate select bus interchanges and MRT stations with greater ease and confidence.

Following the completion of the first phase of the Find Your Way project, the team developed a guide to document key learnings from its successful implementation across four bus interchanges and five MRT stations. This unique documentation outlines how environmental cues like clear signage, pictorial guides, and familiar landmarks can reduce confusion and empower persons living with dementia to travel independently. By emphasising legibility, simplicity, and nostalgic themes, the initiative helps foster dignity and inclusion in everyday community life.

Watch what we do here:



Wayfinding in Our Community



11

MRT Stations



9

Bus Interchanges

currently fitted with wayfinding murals

The mural wayfinding project in Sembawang West was extended to nine additional blocks between August and October 2025, creatively leveraging iconic local food items to represent each block. This initiative enhances community identity and helps residents with dementia associate their home blocks with renderings of the ketupat, potong ice cream, kueh lapis and the likes, encouraging prolonged independence while celebrating Singapore's culinary heritage.

Our collaboration with SMRT buses saw a refresh of the wayfinding initiative at Choa Chu Kang Interchange and Bukit Panjang Integrated Transport Hub, complete with larger and more prominent floor directional signage, as well as the expansion of the colourful stickers and icons at Joo Koon Bus Interchange. In February 2026, SMRT Trains installed the large and vibrant wayfinding floor stickers at Buona Vista MRT Station (EW21/CC22), bringing the creative wayfinding design to yet another key public transport node.

The iconic large and prominent floor direction arrows were also seen at Yishun Integrated Transport Hub (YITH) following our first wayfinding collaboration with Tower Transit. Installed in February 2026, the icons in YITH feature familiar animals and seek to benefit not only persons living with dementia but also the wider community.



Launch of Find Your Way Phase 2

Following a successful completion of Find Your Way Phase 1 with SBS Transit, the working team comprising persons living with dementia, staff from Dementia Singapore and SBS Transit embarked on Phase 2 of the project starting with Punggol Coast MRT Station (NE18); the launch was graced by DPM Gan Kim Yong. Inclusiveness on public transport extends onboard SBS Transit buses. In collaboration with the team, a new initiative to install bus service number signs inside buses was piloted in March 2026. Positioned near the exit door, the sign allows passengers to quickly verify the bus service they are travelling on, providing them with peace of mind throughout their journey.

These wayfinding enhancements reflect the continued commitment of our Public Transport Operators to improve accessibility and inclusivity. By making public transport journeys more intuitive, engaging, and user-friendly, they help foster dementia-inclusive communities across Singapore's MRT and bus networks.

Emily and SIT students conducting on-site testing of the 'Find Your Way' dementia-friendly wayfinding features installed at Punggol Coast MRT with SBS Transit. These clear directional arrows and visual cues serve to support intuitive navigation for commuters with dementia

In collaboration with SMRT, Dementia Singapore implemented dementia-friendly wayfinding interventions at Choa Chu Kang Bus Interchange, Joo Koon Bus Interchange, and Buona Vista MRT Station. The use of clear directional floor arrows and familiar visual cues improves environmental legibility within busy transport nodes, supporting safer and more confident navigation, particularly for seniors and persons living with dementia



Dementia-friendly wayfinding features were also implemented at Yishun Integrated Transport Hub. Working closely with the team from Tower Transit, directional floor arrows incorporating distinctive animal icons were introduced as visual cues to support intuitive routing and orientation in a high-traffic bus interchange



Dementia-Friendly Kebun Baru Learning Journeys

Following the completion of the mural wayfinding project implemented across more than 50 HDB blocks in Kebun Baru last year, numerous learning journeys were conducted in the estate this year.

Participants included architects from HDB on 11 June 2025, students and staff from Duke-Kushan University on 7 August 2025, students and lecturers from ITE College Central on 15 October 2025, students and teachers from AMK Secondary on 6 November 2025, NUS-UCL staff and researchers on 11 November 2025, as well as PA Purple Parade Youths with Disabilities on 20 December 2025.

These visits showcased how the use of art and thoughtfully designed environmental modifications, co-developed with end-users, can effectively support autonomy and independence.



Dementia Singapore hosted students and researchers from National University of Singapore and University College London for a learning journey at Kebun Baru, sharing community-based insights on dementia-inclusive design and wayfinding initiatives.

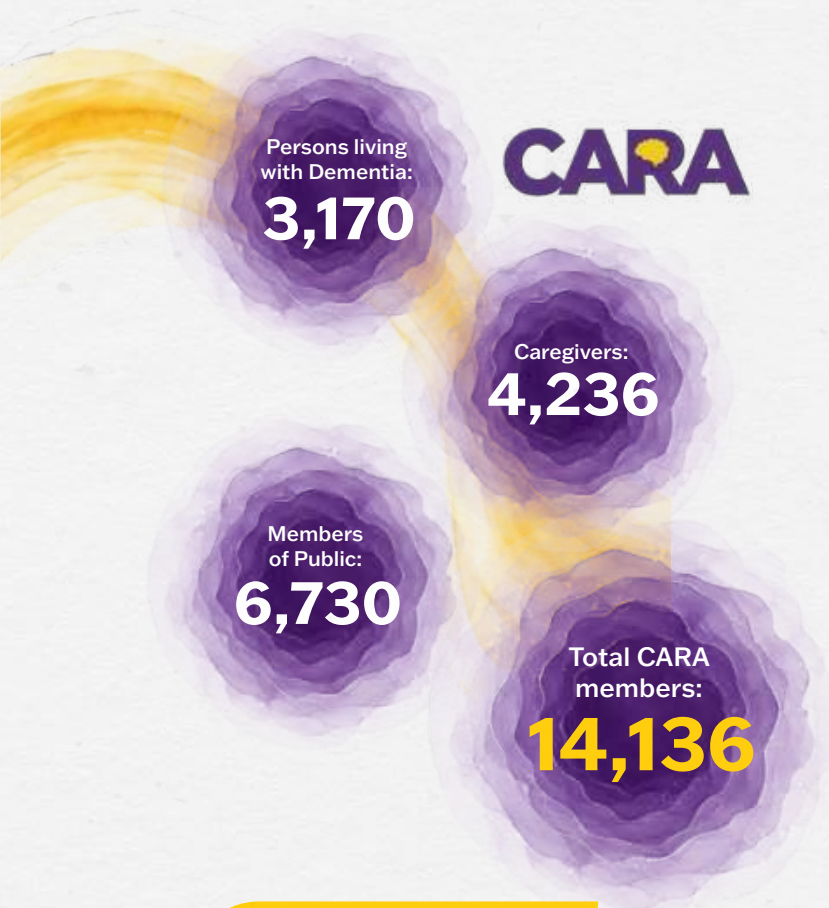
Collaboration with National Parks Board to review Park Signage

A focus group discussion was jointly organised with National Parks Board on 16 July 2025 to engage persons living with dementia and their caregivers from our Voices for Hope empowerment programme to review proposed directional signage for the Park Connector Network. Participants explored three key areas: visibility, design, and type of signs, which included the size of signs, placement height, frequency along routes, clarity of symbols, usefulness of information such as distance markers, and additional signage needs like seating or water points. The session aimed to ensure signage is dementia-friendly, enhancing accessibility and comfort for park users.



Persons living with dementia and caregivers co-creating with Dementia Singapore and NParks to review park connector signage through lived experience insights

Dementia Singapore CEO Bryan Tan receiving the Caring SG Commuter Partners Award from Senior Parliamentary Secretary Mr Baey Yam Keng, Acting Minister for Transport Mr Jeffrey Siow, and Public Transport Council Chairperson Ms Janet Ang

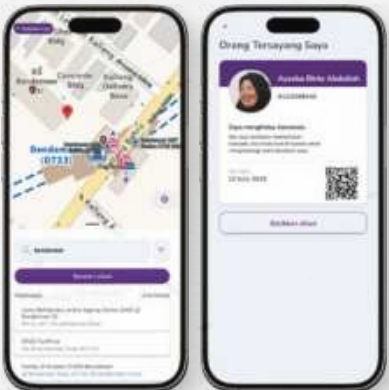


Key developments include:

Bahasa Melayu Now Available in CARA

To better serve Singapore's diverse population, the CARA app added Bahasa Melayu as a language option in the last year, complementing its existing English and Mandarin interfaces.

Designed to improve accessibility and inclusivity, this update allows Malay-speaking users to navigate key features like the Safe Return function and Dementia Go-To Point Locator in their preferred language, making the app highly approachable for daily use. Plans are underway to introduce Tamil as an additional language option in the coming year, extending support to the Tamil-speaking community and further enhancing the app's accessibility.



Dementia Membership Programme

CARA is a free membership programme that offers persons living with dementia, their caregiver and families impacted by the diagnosis access to resources, benefits and community support via a mobile application.

Launched in 2021 with support from the Agency for Integrated Care, CARA drives community engagement and enhances support for individuals living with dementia. Over the past year, it has grown its impact by improving accessibility, expanding partnerships, and raising widespread community awareness.



Safe Return Awareness in the Heartlands

In May 2025, CARA Safe Return bilingual stickers were featured on 80 tables at Geylang Serai Market and Taman Jurong Food Centre for two months to raise awareness of the app's key capabilities among heartland communities. The stickers provided simple guidance on how to assist individuals living with dementia who may be lost or wandering.



New CARA Awareness Video

In July 2025, CARA launched a new awareness video to update users on its latest enhancements and features. Adopting a refreshed, animated format, the video spotlights established tools like the Safe Return and Report Missing Person features alongside newer functionalities like its Dementia Go-To Point Locator.

Developed to better reflect CARA's expanded solutions, the video provides a clearer overview of how the platform serves not only individuals living with dementia and their caregivers, but also how it engages the wider community. To extend its reach and raise greater awareness, the video was shared with transport and healthcare partners.



Watch it here:



Celebrate with CARA

In September 2025, CARA launched the 'Celebrate with CARA' campaign in conjunction of Dementia Singapore's 35th Anniversary. The campaign featured exclusive promotions from both new and existing partners, and aimed to re-engage members through a series of time-limited perks, while strengthening ongoing community awareness of the platform.

During the three-month campaign, CARA's website saw a notable surge in engagement, with direct traffic rising by 40% and organic traffic by 25%. These metrics affirm a renewed interest in the programme while demonstrating a deeper connection with members and heightened community awareness of CARA's offerings.



Public Education (DementiaHub.SG)



DementiaHub.SG, Singapore's first one-stop dementia resource portal, developed by Dementia Singapore in collaboration with the Agency for Integrated Care (AIC), achieved significant readership growth in the fiscal year under review, reaching 100,289 active users.

developed in consultation with subject-matter experts, including practising medical doctors, psychologists, and social workers. Content is available in: English, Mandarin, Malay, and Tamil, to meet the needs of a diverse readership.

DementiaHub.SG remains committed to providing quality, up-to-date, and evidence-based information,

Active users: 100,289

This growth reflects concerted improvements across four areas:



Deepening Strategic Partnerships

Since its launch in September 2021, the portal's interface and search functionality have been progressively enhanced to enable efficient access to articles, resources, and blog posts.



Outreach

Marketing collateral, including flyers in Singapore's four official languages and branded merchandise, was developed and distributed at Dementia Singapore's community outreach events to strengthen awareness and visibility.



Content

Twelve articles and three blog posts were published, with existing content regularly reviewed and updated to ensure continued relevance and accuracy.



Search Visibility

DementiaHub.SG continues to rank highly on Google for dementia-related searches in Singapore.

Voices for Hope



It was another busy year for the Voices for Hope (VFH) empowerment programme, with four new cohorts conducted in FY2025/2026. The alumni volunteer committee also organised a range of activities and training opportunities to strengthen peer support, build advocacy and co-facilitation skills, foster community bonding, and enhance the well-being of persons living with dementia through sensory and therapeutic sessions.

A key milestone of the year was securing approval and funding for the Voices for Hope Centre, a dedicated space for programme sessions, alumni activities, and community outreach initiatives to support persons living with dementia and their families.

Programme Cohorts

In FY2025, four new cohorts were conducted and 29 clients graduated from the programme.

Since the launch of the VFH programme in 2019, a total of 23 cohorts have been conducted, and 184 clients have graduated from the programme as at the end of FY2025/2026. Graduates come together as the VFH Alumni group to continue their advocacy journey, provide peer support and lend their voices through various advocacy platforms and community events.



Voices for Hope Alumni Peer Support and Advocacy Activities

During the year, VFH alumni actively participated in a wide range of peer support and advocacy initiatives. These included weekly coffee mornings, monthly outdoor walks, and quarterly bonding activities that fostered social connection and mutual support.

Alumni also contributed to dementia advocacy through awareness talks, Human Library sessions, where they shared their lived experiences, corporate-sponsored engagements, and media interviews. Through these efforts, they played a meaningful role in raising public awareness and reducing the stigma surrounding dementia.

A highlight of the year was the 4D3N VFH Alumni Retreat in Batam, Indonesia. The retreat provided a valuable opportunity for alumni and their families to strengthen relationships, foster a sense of belonging within the community, and create shared memories together. It also served as a platform to deepen peer support and advance dementia advocacy through the sharing of lived experiences.

Another key milestone was the year-end Family Fun Fiesta held in December 2025. Organised by the VFH alumni, the event brought together more than 100 alumni across all cohorts for a day filled with games, laughter, and camaraderie. The fiesta celebrated the collective efforts and achievements of the alumni community and marked a meaningful conclusion to a productive year.

Voices for Hope Alumni Retreat @ Batam

“The Batam trip and its activities left the deepest impression, as they provided meaningful shared experiences, strengthened bonds among alumni, and demonstrated that activities can remain enjoyable and inclusive despite differing abilities and health conditions. Small-group sharing sessions and informal check-ins were particularly meaningful, especially the moments when alumni felt safe to speak honestly about their fears, fatigue, and uncertainties without feeling the need to “stay positive”.

Lee Boon San



AIC Human Library Session @ Century Square

“It was indeed a meaningful and productive event that raised awareness about dementia and prompted many important questions from participants. One participant shared that she was glad she had stopped by and learnt so much about dementia and our journey. She also said that she intends to share what she had learnt with her family and friends.

Patrick Goh





**BUILD EXCELLENCE IN
DEMENTIA CARE**

**Empowering
Communities with
Knowledge and
Training**

Build Excellence in Dementia Care

Care Services In A Nutshell

Dementia Singapore strives to provide person-centred care and support for persons with dementia and their caregivers, offering a wide range of care services tailored to meet the unique and diverse needs of the dementia community.

CENTRE-BASED CARE

New Horizon Centre (NHC)
is a Ministry of Health-subsented dementia daycare facility that provides services and support for persons with dementia. These include occupational therapy, group exercises, and social activities. We operate four NHCs located at Bukit Batok, Jurong Point, Tampines and Toa Payoh.

Family of Wisdom (FOW)
is a three-hour enrichment programme that engages persons with dementia in cognitively and physically stimulating activities that are tailored to the clients' stage of dementia, preferred spoken language, educational profile, and age range. Conducted in small-group settings, FOW activities are designed to maintain or improve cognitive function and foster greater social interaction amongst persons with dementia, as well as provide respite and support for caregivers.

HOME-BASED CARE

Home Support Team (HST)
provides families impacted by dementia with individualised interventions such as conducting assessments, counselling, therapy, case management and psychoeducation support to help them live well with the condition in the community. By working closely with caregivers, particularly those experiencing high levels of stress, the HST ensures that each family receives the specific support they need to navigate their care journeys.

HST is part of the Community Intervention Team (COMIT) and Community Resource, Engagement and Support Team (CREST) under the Community Mental Health Masterplan developed by the AIC, together with MOH.

**Post Diagnostic Support
Community Outreach Team
(CREST-PDS)**
aims to proactively reach out and support newly diagnosed persons with dementia and their caregivers upon diagnosis.

CREST-PDS provides education on the condition, coordinates community resources and facilitates early planning and management of the condition, for persons living with dementia and their caregivers upon discharge over six months to a year.



COMMUNITY SUPPORT



Comprising a team of dedicated staff, the **Dementia Helpline (6377 0700)** provides support to caregivers and members of the public in need of essential information and links them up with suitable resources.

Eldersit Service

consists of a team of trained Eldersitters who conduct meaningful and therapeutic activities in a familiar and comfortable home setting for persons with dementia, providing short-term respite for caregivers.

Caregiver Support & Network (CREST-CSN)

is a programme that focuses on caregivers who have or are at risk of developing depression, anxiety, or burnout. The team aims to raise awareness of the challenges and needs of caregivers, as well as connect caregivers to support groups and counselling services where needed. It also promotes self-care for caregivers through health and stress management activities and provides a safe space for them to nurture their interests and hobbies.

CREST-CSN, formerly known as CREST-CG, is part of the programme under the Community Mental Health Masterplan.

Caregiver Support Groups

provide a safe and nurturing space for caregivers to connect with like-minded individuals, share experiences, exchange tips, and express their feelings.

Memories Café

is a community-based programme that focuses on engaging persons with dementia and their caregivers through the performing arts. Held at public settings such as cafés and restaurants, participants engage in meaningful interactions through activities such as drumming, singing and movement sessions. The programme aims to provide a safe and nurturing environment that fosters open conversations, boosts confidence, and offers respite, all while actively working to reduce stigma.

Memories Café is supported by Keppel.



Dementia Social Club



Expressive Arts - Group Therapy



Play-based Photography - Portrait

Programme Overview

Over the past year, Dementia Social Club (DSC) expanded its programme offerings to include a broader range of person-centred activities that meaningfully engage persons living with dementia (PLWDs) and their caregivers.

Additionally, through strong partnerships with volunteers, including students and various community groups, DSC has enhanced engagement, social interaction, and emotional well-being among participants.

Creative and Therapeutic Engagement

In collaboration with our expressive arts therapist, Rachel Lim, two runs of an eight-week expressive arts group therapy were conducted for persons living with young-onset dementia. These sessions gave participants opportunities to explore and express their thoughts, emotions, and experiences through non-verbal and creative modalities.

By providing a judgment-free space, the group therapy empowered participants to express themselves freely, fostering deeper connections, building confidence, and encouraging emotional authenticity.

Complementing this, a 10-week play-based photography programme used fun and creativity to preserve joyful moments, encouraging participants to connect deeply while capturing memories together.



Club N.O.W Pilot

This year also marked the pilot launch of Club N.O.W (Nurture Our Wellness), a new dyadic programme designed to support both caregivers and PLWDs. From August 2025 to January 2026, 10 caregivers and nine PLWDs participated in 24 sessions of separate support and cognitive stimulation activities before transitioning to a joint monthly interest group.



A returning group of volunteers facilitated LEGO-based activities that fostered creativity, collaboration, and meaningful interaction among persons living with dementia and their caregivers

“

Every caregiver arranges care differently. The course’s thoughtfully designed questions are comprehensive, enabling caregivers to either share or organise their thoughts.

In the second session, participants were asked to draw a ‘Care Map’ that included both family and external support networks, marking the density and proximity of support. I believe this helps caregivers become more acutely aware of these practical issues, which require serious consideration and resolution.

The session then posed a series of reflective questions, prompting caregivers to think critically about backup care arrangements and contingency plans. Each question reinforced the importance of preparing in advance—securing a support team, exploring alternatives, and never assuming one can single-handedly manage care 24/7. These discussions, preparations, and even trial runs must happen early, lest emergencies leave one stranded without support.

Reflections from a caregiver for Club N.O.W

”

Family of Wisdom



Cognitive Intervention Programme 2.0

Following the successful Cognitive Intervention Programme (CIP), which was trialled at our Family of Wisdom (FOW) programme from September 2022 to 2024, we were once again invited to participate in CIP 2.0, a renewed three-year collaboration with the Agency for Integrated Care, in July 2025.

The programme aims to help participants maintain or improve their cognitive and social abilities through activities tailored to their abilities and interests, including memory games, arts and crafts, and other engaging exercises.

Annual Chinese New Year Lunch

On 10 February 2026, Family of Wisdom (FOW) celebrated Chinese New Year with a festive luncheon at Bliss Garden, Singapore Expo. The event brought together 172 clients, caregivers, staff, and volunteers in a celebration of the annual festival. The celebration featured a variety of client-led performances, including traditional Chinese fan dances and the singing of popular festive songs.



Clients were practicing the Pom Pom Dance for upcoming FOW CNY Lunch held on 10-Feb-2026



New Horizon Centres



Clients at our four New Horizon Centres (NHCs), conveniently located across the island, participated in a range of therapeutically beneficial, cognitively stimulating activities designed to support daily functioning. In line with our person-centred care approach, these activities are tailored to each client's specific needs—helping to slow cognitive decline and empowering them to contribute in their own meaningful way.

Celebrating festive occasions is just one of the many ways we keep our clients actively engaged, and there is certainly no shortage of occasions to celebrate together throughout the year. Meaningful and purposeful lives are possible #DespiteDementia.

Jurong Point:



There's never a dull moment at New Horizon Centre (Jurong Point)!



Bukit Batok:



Staff from New Horizon Centre (Bukit Batok) dressed up and ready to celebrate Christmas with their clients



Students from the National University of Singapore and dancers from the Suria Dance Group brought festive cheers to our clients



Students from Assumption Pathway School and clients from New Horizon Centre (Bukit Batok) bonding through intergenerational activities.

Our ever-supportive partners also regularly volunteer at the centres and organise excursions to various places of interest.

More than 50 volunteers from GIC engaged 83 clients and caregivers across our Voices for Hope empowerment programme and our four New Horizon Centres in Bukit Batok, Jurong Point, Tampines, and Toa Payoh. Through a series of indoor and outdoor activities, volunteers created opportunities for connection and participation. Highlights included scenic trishaw rides around Marina Bay, visits to the Flower Dome at Gardens by the Bay, and a private movie screening for Voices for Hope advocates.

We are grateful to the many corporate volunteers who have journeyed with us and brought joy and vibrancy to our centres.

Tampines:



Long-time volunteers from Erdington dancing to YMCA with our clients. Staff of Dementia Singapore with Erdington volunteers.



GIC volunteers with our clients at Gardens by the Bay

Toa Payoh:



Volunteers from Toa Payoh Central Community Club providing free haircuts for clients at New Horizon Centre (Toa Payoh)



In a nod to Dementia Singapore's long-standing commitment to supporting persons living with dementia, its Patron President Tharman Shanmugaratnam visited its longest-running New Horizon Centre, located in Toa Payoh.

When the social service agency launched 35 years ago, this centre became the first of its kind in Singapore to provide specialised assistance and cognitive engagement for people living with dementia. These include occupational therapy, group exercises, and social activities.

Dementia Singapore Academy



interRAI Long Term Care Facilities Assessment Completed

Having been appointed by the Agency for Integrated Care (AIC) to conduct interRAI Long-Term Care Facilities (LTCF) training for the nursing home sector since April 2024, Dementia Singapore Academy has successfully trained 738 staff from 31 nursing homes in Singapore.

The interRAI LTCF is a standardised assessment tool that provides comprehensive information on an individual's health and well-being, enabling informed clinical decision-making and holistic care planning.



Redesigned Namaste Care

The Namaste Care programme is a structured intervention for persons living with dementia that incorporates sensory stimulation, social interaction, and environmental modifications while respecting their unique personhood.

Our clients from New Horizon Centre in Bukit Batok were invited to participate in the redesigned Namaste sessions, which now incorporate a hands-on

learning component. Learners had the opportunity to implement their Namaste Care plans under the guidance of trained co-facilitators. The programme was successfully conducted on 10 and 11 November 2025, with 20 learners from various Community Care Organisations participating.



Consultancy Project with United Medicare Centre at Toa Payoh

The collaboration between Dementia Singapore and United Medicare Centre (UMC) Toa Payoh commenced in April 2022 with the aim of enhancing staff capabilities in delivering dementia care services to residents, as well as designing a unique UMC Dementia Care Service Model. The project was successfully completed in March 2026.

The collaboration commenced with a Person-Centred Care workshop for leaders, followed by a baseline care environment assessment using Dementia Care Mapping and action planning.

Subsequent sessions focused on progressively building staff capabilities through multiple runs of dementia care training, structured coaching with identified Dementia Champions, and on-the-job training for direct care staff, including case conferences.

Train-the-Trainer programmes were conducted to support long-term sustainability, culminating in the development of a Dementia Care Service Model designed to embed and sustain person-centred dementia care practices beyond the consultancy period.



Lives Impacted at a Glance



Home-based Care



Home Support Team

1,101

persons with dementia and caregivers received assistance from the Home Support Team



Post Diagnostic Support

The Post Diagnostic Support has journeyed with

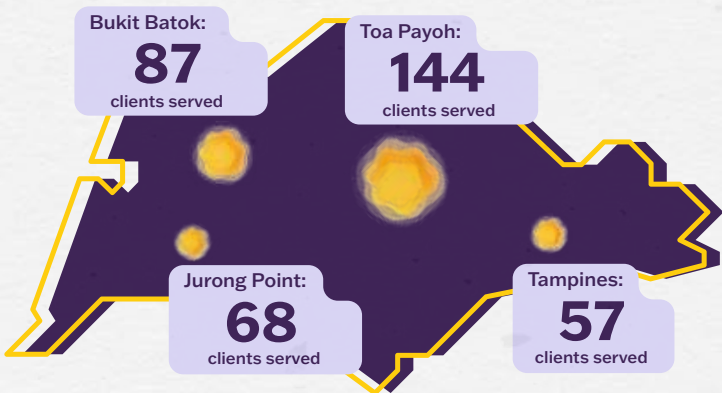
347

cases of families whose loved ones were newly diagnosed with dementia



Centre-based Care

New Horizon Centres



Dementia Social Club

As of 31 March 2026

Number of Clients Served (inclusive of discharges)

251

caregivers

108

persons living with dementia

Family of Wisdom

49

clients admitted to CIP 2.0

231

clients served



Community Support



Dementia Helpline

Our helpline handled

2,019

calls



Dementia Singapore Academy

1,723

members of public trained (including professional care staff)



Memories Café

599

pairs of caregivers and loved ones with dementia grooved to the music at the weekly Memories Café sessions



Caregiver Support Groups

Supported

528

attendees through regular Caregiver Support Groups in English, Malay and Mandarin



Caregiver Support Network

323

caregivers were supported through Caregiver Support & Network programme



Eldersit Service

Supported

237

persons with dementia and caregivers through personalised Eldersit Service



CARE INNOVATION

Enriching Lives with Person-Centred Care

Care Innovation

At Dementia Singapore, we remain committed to advancing our care capabilities through innovation, ensuring the delivery of high-quality, person-centred support and interventions.

Psychological Services

As of March 2026, a total of 65 families had received support through the Mental Capacity Assessment service. This included mental capacity assessments completed for Lasting Power of Attorney (LPA) applications, as well as consultations on mental capacity, LPA applications, and deputyship applications.

Additionally, 10 persons living with dementia received psychotherapy services. To expand its reach, the Psychological Services team will continue driving outreach to both internal staff and external partners, such as public healthcare institutions, to increase referrals.



Post Diagnostic Support

The Palliative Care team developed the Dementia Singapore Advance Care Planning (ACP) Toolkit to support care professionals in conducting ACP conversations with persons living with dementia.

The toolkit was piloted with 13 clients from our New Horizon Centres. The team also developed an internal ACP Toolkit training course, which commenced in July 2025. To date, five training runs have been conducted, reaching a total of 32 Dementia Singapore staff. ACP conversations were subsequently conducted with 100 clients, empowering them to communicate their care preferences and future healthcare decisions.

Since April 2025, the team has conducted palliative care talks and sharing sessions for a total of 207 caregivers and professional staff from both internal and external organisations.

Expressive Arts Therapy

As of March 2026, a total of 740 Expressive Arts Therapy (EXAT) sessions had been conducted with persons living with dementia and caregivers across individual and group settings.

A notable development in the EXAT space is the production of Tough Nut: The Art of Letting Go. Tough Nut is an initiative that aims to explore the difficult conversations that accompany the dementia journey. Rather than focusing only on raising awareness about dementia, Tough Nut seeks to create spaces where people can engage with experiences that are often difficult to express or discuss, including grief, identity, guilt, changing relationships, loss, and hope.

It is conceived as an ongoing initiative rather than a one-off project. Each series may take on a different artistic form, depending on the therapeutic goals and the participants involved.



Premiering on 7 June 2026, the inaugural production explores the emotional realities of family caregiving through expressive arts therapy and applied theatre. It involves five caregivers participating in eight group sessions over three months. Through movement, visual art, writing, music, dramatic exploration, and reflection, participants gradually give form to experiences that often remain unspoken.

Research Project with GERI on Exercise and Dementia

New Horizon Centre (Bukit Batok) has partnered with the Geriatric Education and Research Institute (GERI) to implement and evaluate a structured resistance exercise programme for persons living with dementia.

The initiative aims to enhance participants’ physical, cognitive and psychosocial well-being through evidence-based exercise interventions, while generating local evidence to support exercise as an integral component of dementia care. Through this collaboration, we aim to strengthen integrated care and drive sustainable, evidence-informed dementia care models that can be scaled and replicated in the future.

Research Project with National Dental Centre Singapore

Our New Horizon Centres partnered with the National Dental Centre Singapore on the BRIDGE (Building Resources for Improving Dementia Caregiver Education) programme to enhance oral health among persons living with dementia.

Through caregiver training and oral health assessments, the initiative equips caregivers with the knowledge and skills to provide better oral care while supporting the early detection of oral health issues in persons living with dementia.



Setting Up for Pilot Run of Namaste Care Course at New Horizon Centre

To support our Namaste Care programme for clients with moderate to advanced dementia, our Bukit Batok centre now features a beautifully designed, dedicated sensory room. During a recent training session, participants toured the space and saw firsthand how engaging all five senses creates a calming, meaningful environment that truly supports the well-being of those we care for.

Our commitment to creating a safe, conducive and effective environment for dementia care and training has also been recognised by the Agency for Integrated Care (AIC). The Namaste Care room is an AIC-approved training venue for the delivery of Namaste Care courses, supporting capability building across the healthcare sector.



Closed Caregiver Support Group for Frontotemporal Dementia

Frontotemporal Dementia (FTD) presents distinct symptoms that can create unique caregiving challenges. To better support caregivers, a pilot Closed Caregiver Support Group series was developed specifically for families caring for loved ones with FTD.

From September to October 2025, we conducted a five-session programme that brought together caregivers facing similar challenges to learn, reflect, and grow in a safe and supportive environment.

Closed Caregiver Support Group – The Memories We Keep

In January 2026, we launched a pilot of the Closed Caregiver Support Group – The Memories We Keep, in collaboration with teachers and student volunteers from ITE College West. The four-session series brought caregivers and their loved ones with dementia together to co-create a guided autobiography, fostering reflection and the sharing of life stories in a safe and supportive environment.

With the support of volunteers, participants’ stories were documented and compiled into a book. At the end of the series, each participating pair received a printed copy as a meaningful keepsake of their shared journey.



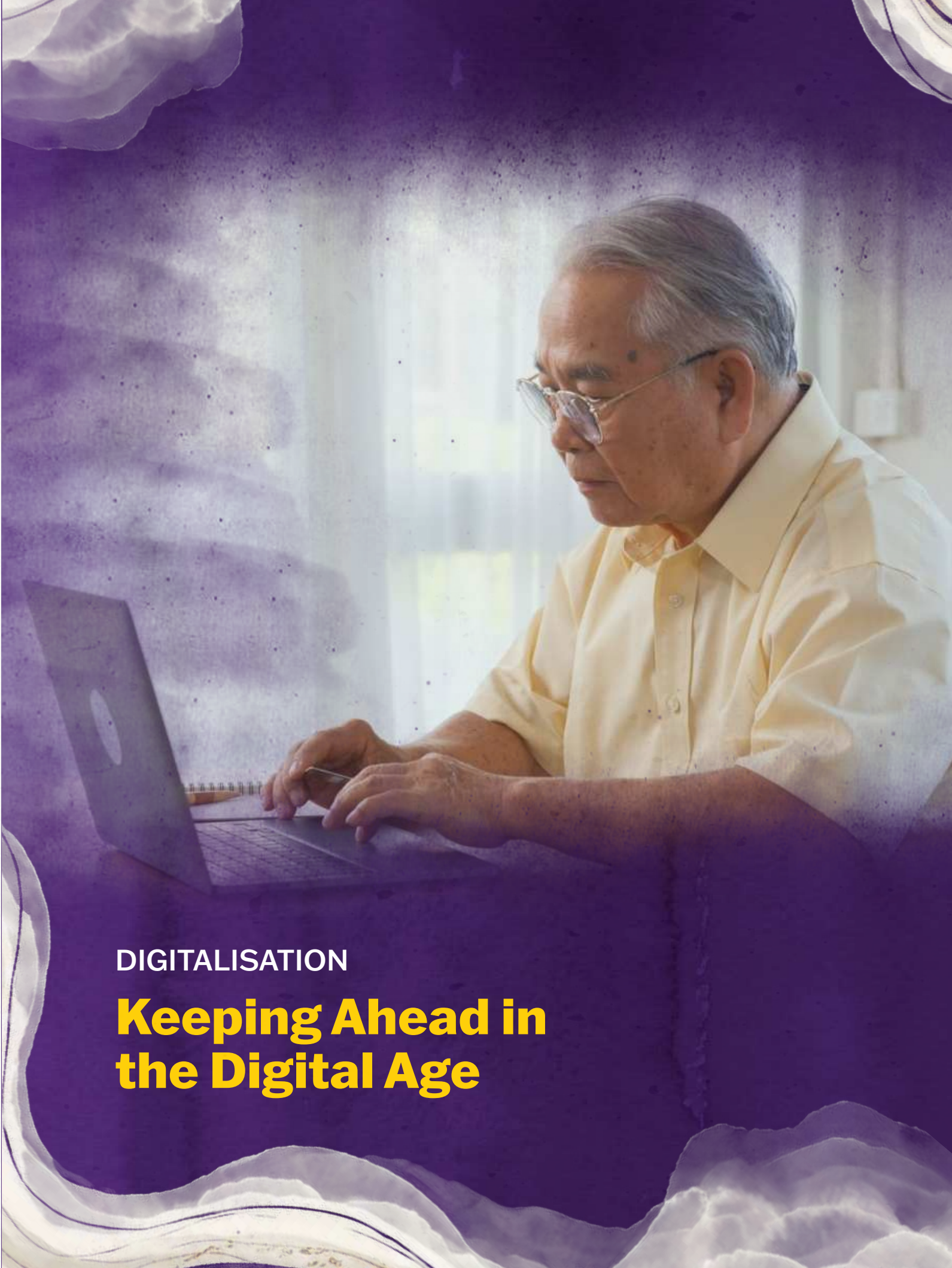
Evaluation Study Findings



An evaluation study was conducted to assess the effectiveness of the Post-Diagnostic Support (PDS) programme, the utility of the Individualised Care Plan (ICP) for caregivers, and the competencies required of programme staff within PDS.

A mixed-method approach, comprising focus group discussions and quantitative analysis, was used. The results suggested that the programme provided

crucial emotional and peer support and reduced isolation. More than 75% of caregivers agreed that the programme effectively educated them about the nature and progression of dementia, as well as strategies for managing associated challenges. It also supported them in navigating dementia services. In addition, 91.1% of caregiver respondents found the ICP useful and reported that it revealed new insights into their loved ones' preferences.



DIGITALISATION

Keeping Ahead in the Digital Age

Information Technology

Dementia Singapore continues to strengthen the digital foundations that support our staff, volunteers, and service teams, helping them serve persons living with dementia and their caregivers with greater confidence and ease.

Our focus remains on practical improvements that make information easier to find, processes easier to complete, services more reliable and personal data better protected.

Helping staff use digital tools with confidence

As more aspects of our daily work take place online, staff require simple and consistent ways to collaborate, store documents and access support. During the year, the Information Technology (IT) department conducted hands-on workshops on common workplace tools, which were designed to translate technical guidance into everyday habits.

The team also supported the careful rollout of Artificial Intelligence (AI)-powered productivity tools for selected users. Rather than treating AI as a shortcut, the emphasis was on responsible use: helping staff understand where such tools can save time, where human judgement remains essential, and how confidential information should be handled. This approach allows the organisation to explore more efficient ways of working while keeping service quality, privacy, and accountability at the core of its operations.

Making internal processes smoother and more reliable

A major part of the year's work involved efforts to improve the back-end systems so that staff can spend less time on administrative tasks. Timely and accurate processing is also critical, as it supports donor stewardship, financial accountability, and the more effective use of staff time.

Improving access to internal knowledge

Dementia Singapore continued to develop an internal digital assistant to help new and existing staff navigate internal processes more easily, allowing support teams to focus on complex matters that require personal judgement and follow-up. Departments contributed policies, procedures, frequently asked questions, and operational guidance, allowing the digital assistant to evolve into a more effective knowledge hub.

Keeping services available and information protected

Reliable digital infrastructure is essential for a social service organisation. Disruptions to internet connectivity, telephone services, or staff devices can quickly affect the timely delivery of support the various teams provide.

To strengthen business continuity, IT progressed backup internet connectivity and backup planning for online work documents. The organisation also moved from an office-based telephone system to an internet-based telephone system, reducing reliance on the headquarters network and improving continuity for voice communications.

Data protection and cybersecurity remained a priority throughout the year. Dementia Singapore passed its Data Protection Essentials review, affirming its commitment to baseline data protection and cybersecurity practices aligned with Singapore's Personal Data Protection Act.

Looking ahead

Upcoming work will focus on improving the use of data for reporting and decision-making, closer integration of service and case management systems, responsible adoption of AI and continued investment in secure, resilient infrastructure. Together, these efforts will help build a more connected organisation that can respond with greater agility, protect the trust placed in us and support better care for the dementia community.



EMPLOYEES & VOLUNTEERS

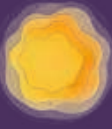
Collaborating to Achieve a Shared Goal

Employees & Volunteers

Human Resources

As of 31 March 2026

Staff Strength

Dementia Singapore staff strength was **188**

In addition, a total of 37 casual workers provided Eldersit Service in the homes of persons living with dementia.

 **37** casual workers provided Eldersit Service and Caregiver Peer Support

HR CARE Framework

In 2025, we continued to enhance the CARE Framework@DSG, which stands for Career, Ace, Rejuvenate, and Engagement, designed to provide staff with a more holistic support system and guidance in their career growth.

Career@DSG pillar

We introduced the Employer of Choice strategy, with a stronger focus on reviewing compensation and benefits, strengthening human resources practices, and advancing diversity, equity, and inclusion initiatives.

Ace@DSG pillar

We launched the Leadership Development Programme 2.0, designed to groom and develop high-potential staff for future leadership positions.

The training focused on cultivating deeper self-awareness and personal development, while building functional and leadership competencies.

Rejuvenate@DSG pillar

We organised a series of Lunch and Learn sessions to provide staff with opportunities to better understand various departmental roles and foster stronger workplace connections. These sessions aim to deepen their appreciation of the critical work that we do.

We also introduced an Annual Health Screening initiative to encourage regular monitoring and promote overall employee wellbeing.

Engage@DSG pillar

We enhanced the “Xperiential & Volunteer” programme to incorporate internal experiential learning opportunities, such as collaborating with the Memories Café programme, to help staff gain a deeper understanding of our activities and a closer connection to our cause, particularly those who do not work directly with clients.

We also continued the Department Team-Bonding initiative to strengthen relationships among colleagues and hosted our Dinner and Dance at Pan Pacific Singapore, where we celebrated the organisation’s 35th anniversary, themed ‘35 Years of Brilliance’.

These initiatives aim to further engage our staff and foster stronger connections among colleagues.



Tripartite Alliance Awards



Dementia Singapore garnered five awards at the 2025 Tripartite Alliance Awards. Jointly established by the Ministry of Manpower, the National Trades Union Congress, and the Singapore National Employers Federation, the awards recognise exemplary organisations that have effectively implemented fair, responsible, and progressive employment practices, affirming their position as one of the best organisations to work for in Singapore.

This year’s haul included the Pinnacle Award, the event’s most prestigious award, which is conferred

on outstanding organisations in recognition of their holistic people strategies and practices that go above and beyond the scope of the Tripartite Alliance Award.

The Special Mention Award (Individual) for Transformational Leadership in the Social Service Sector was also awarded to our former CEO Mr Jason Foo.

We also took home awards for Fair and Progressive Employment Practices, Work-Life Excellence, and Age Inclusive Practices.

Long Service Award Recipients 2025

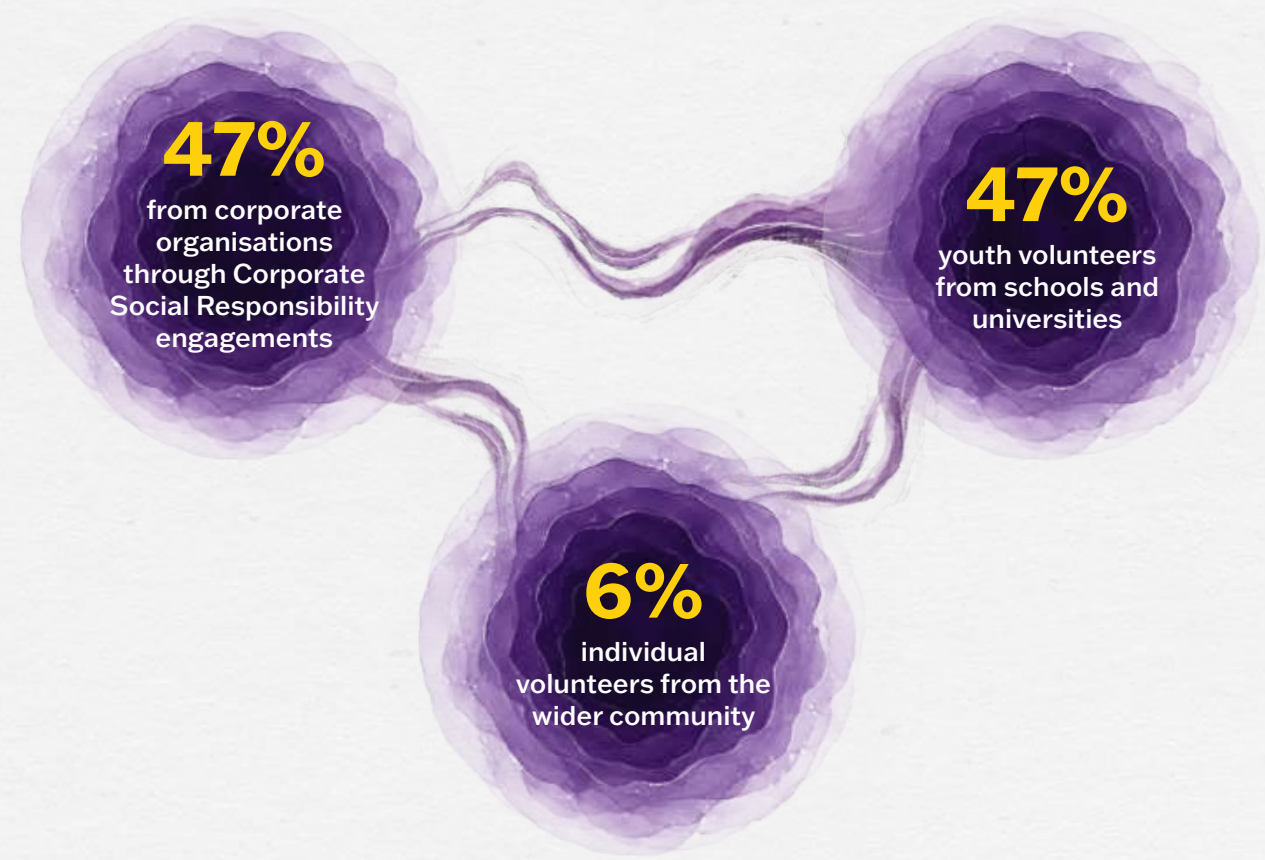
5 YEARS OF SERVICE FUNDRAISING SHERWAN NARA BIN MD SHARIP HUMAN RESOURCE TRACY KWAN CEO OFFICE CHANG SIAU PING, CINDY CARE SERVICES - CAREGIVER SUPPORT SERVICES CHAN HWEE SIN CARE SERVICES - CAREGIVER SUPPORT SERVICES CHAN YUH JIN, BEN CARE SERVICES - NEW HORIZON CENTRE JURONG POINT HE LIJUN, VIVIAN CARE SERVICES - NEW HORIZON CENTRE JURONG POINT SHEILA D/O ABILAS	15 YEARS OF SERVICE CARE SERVICES - SERVICE DEVELOPMENT NG JEK MUI CARE SERVICES - CAREGIVER SUPPORT SERVICES TAY GEOK SUAN, JENNIFER CARE SERVICES - NEW HORIZON CENTRE TOA PAYOH KUNG GUEK HOON, MARIA
10 YEARS OF SERVICE FINANCIAL MANAGEMENT WONG KE LEE CARE SERVICES - NEW HORIZON CENTRE TOA PAYOH HTU LOWM	20 YEARS OF SERVICE CARE SERVICES - NEW HORIZON CENTRE TAMPINES KAMALA D/O SAMY MICHAEL LOUIS CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK KHOO GEOK TIN
	30 YEARS OF SERVICE CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK RAMLAH BTE ABD MAJID

Volunteer Management

Total number of volunteers and volunteering hours as of 31 March 2026

	No. of Volunteers	No. of Hours	No. of Companies/ Institutions
Total Volunteers	1,029	4,335	32
Youth Volunteers	484	1,723	18
Corporate Volunteers	479	1,218	14
Individual Volunteers	66	1,394	N/A

At Dementia Singapore, our volunteers remain at the heart of everything we do — bringing compassion, connection, and community to the lives of those impacted by dementia. In the past year, we were deeply encouraged by the strong support from our volunteer community. A total of **1,029 volunteers** contributed an impressive **4,335 hours of service**, reflecting a shared commitment towards building a more inclusive society.



Direct Engagement

Volunteers provided vital social interaction and companionship to our clients through activities at our New Horizon Centres and home-befriending programmes. Their presence brings joy, dignity, and a sense of belonging to those we serve.

Through simple conversations and shared activities, volunteers from Bloomberg brought warmth and companionship to our clients at New Horizon Centre (Toa Payoh)



Volunteers from ST Engineering creating meaningful connections with our clients at New Horizon Centre (Jurong Point)

Community Engagement

Beyond our centres, volunteers extended their impact by engaging both clients and their caregivers through initiatives such as Memories Café, Voices for Hope, Dementia Social Club, and home-based care services. These platforms foster shared experiences, mutual encouragement, and stronger support networks.



Youth Advocates facilitating reminiscence activities with Voices for Hope alumni, supporting persons living with dementia and their care partners through meaningful engagement and shared experiences

Special Projects

Volunteers also contributed to large-scale efforts including dementia awareness campaigns, community roadshows, and our youth advocate programme — helping to amplify understanding and reduce stigma surrounding dementia.



▲ At outreach events, our volunteers step forward as advocates — engaging the public, sharing knowledge, and championing greater awareness of dementia and caregiver support

Young Changemakers in Action

In May 2025, the pioneer batch of our Youth Advocate programme embarked on a transformative journey of learning and self-discovery. Through workshops, engagements with our Voices for Hope self-advocates, and volunteering sessions, they deepened their understanding of the condition, taking their first steps to becoming young changemakers for dementia inclusivity.



▲ A moment to remember – step into Memory, In Shapes, a multi-sensory dementia showcase brought to life through the culmination of our Youth Advocates' efforts



“Volunteering with Dementia Singapore for the past year has taught me how to uphold the dignity of persons living with dementia. Through the many conversations I had with our clients and caregivers at Memories Café, I’ve come to understand the challenges associated with living with dementia and caring for those with dementia. The constant learning opportunities and commitment to community service encourage me to continue volunteering at Dementia Singapore!”

Aidan Siow,
Lead Volunteer of Memories Café



“Volunteering with Dementia Singapore for the past three years through personalised home visits, has taught me that even the smallest response from an elderly person can be a meaningful achievement. Knowing that my companionship may help bring back a warm memory is deeply rewarding. Among the many memorable moments, the most heartwarming ones are when she smiles and sings along to her favourite love songs. This experience has shown me the power of attentiveness and presence, and how focused care can help reconnect someone to the beautiful chapters of their life.”

Kresta Merano,
Trained Home Befriender



They also had the opportunity to develop their leadership, teamwork, and creativity. Working in groups, they collaborated on projects that translated their knowledge into meaningful advocacy initiatives. Months of hard work and dedication led to a significant milestone on 27 September, when they presented their completed projects to the public at a multi-sensory showcase, 'Memory, In Shapes', aimed at raising dementia awareness and shifting public perceptions of the condition.



Visitors to the showcase explored five immersive "Memory Nooks", each presenting dementia through a unique, thought-provoking lens

Held at the National Gallery Singapore, the first-of-its-kind showcase welcomed visitors to explore five immersive stations, or 'Memory Nooks'. From poetry and storytelling to a documentary, and simulations of daily activities, each 'nook' offered a unique perspective on living with dementia. The event was a resounding success, drawing over 150 visitors and garnering positive feedback.



Engaging, Empowering and Appreciating Our Volunteers

We believe that meaningful volunteerism goes beyond participation — it is about nurturing passion, building capabilities, and fostering a strong sense of purpose. Over the past year, we journeyed closely with our volunteers through efforts in upskilling, reconnection, and recognition, strengthening both their impact and their commitment.

Upskill

In July 2025, we engaged a group of 12 dedicated volunteers in a targeted training initiative, equipping them with the skills and confidence to engage the public in meaningful conversations on dementia awareness. These skills were especially impactful during our outreach events, where volunteers stepped forward as advocates of the cause.



Our outreach volunteers exploring engaging ways to spark conversations on dementia at a Creative Outreach Training Workshop



Reconnect

In February 2026, we organised a Volunteer Learning Circle — a space designed to reconnect volunteers with the purpose behind their service. Through open dialogue and collaborative discussions, volunteers shared valuable feedback and ideas on enhancing our volunteer ecosystem. This session not only strengthened trust and deepened relationships, but also fostered a sense of ownership among our volunteers as co-creators in shaping the future of volunteering at Dementia Singapore.



Volunteers gathered at the Learning Circle, reconnecting with their purpose and shaping the future of volunteering at Dementia Singapore

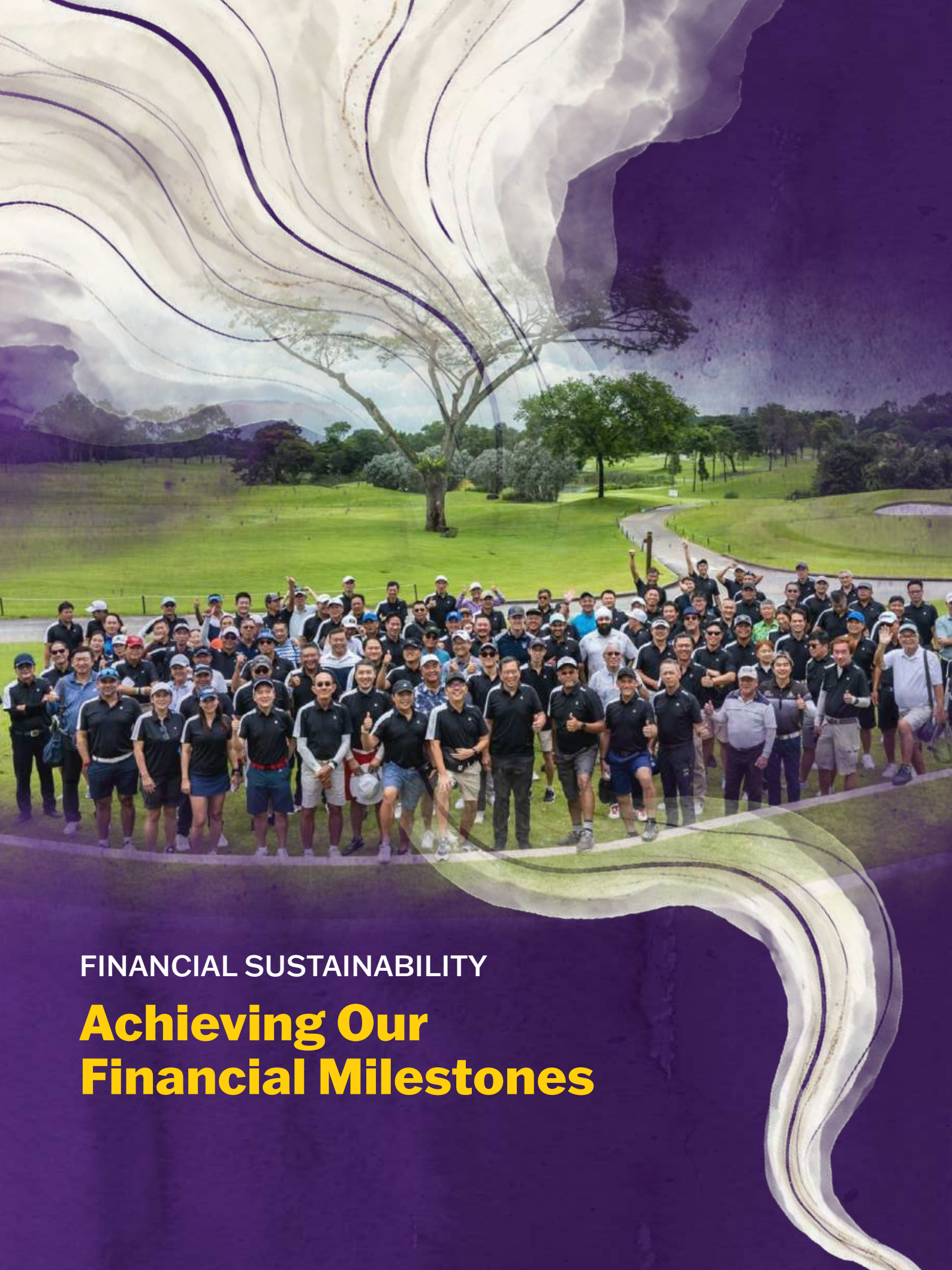


Recognition

We concluded the financial year with our Annual Volunteer Mixer, a heartfelt celebration dedicated to honouring the contributions of our volunteers. The event served as a meaningful platform to express our appreciation for their unwavering dedication — from creating joyful moments with our clients, to supporting caregivers emotionally, and advancing dementia advocacy in the wider community.



Celebrating our Evergreen Volunteers, whose enduring passion and dedication continue to uplift lives and inspire a culture of care and inclusion



FINANCIAL SUSTAINABILITY

Achieving Our Financial Milestones

Financial Sustainability

Fundraising Updates

A Heartful Appreciation & Thanks To All Our Donors, Partners & Supporters

Over the last 35 years, our capabilities have grown alongside the evolving needs of the dementia community, enabling us to provide more holistic and purposeful support to the community we serve.

As dementia becomes increasingly prevalent in Singapore, strong community support remains essential. It enables us to strengthen our programmes and expand services, while ensuring that persons living with dementia and their caregivers have access to quality care that is responsive and relevant to their circumstances.

We remain deeply grateful to our donors, partners and supporters for their goodwill, generosity, and belief in our cause. As we continue to build meaningful partnerships, we remain encouraged by the collective efforts of our community. Together, we can go further in meeting the growing needs of the dementia community and enabling them to live with dignity, purpose, and hope.

Keppel's Generous \$1 Million Commitment Over Three Years

Keppel, an ardent supporter of Dementia Singapore, renewed their pledge of a million dollars over three years through its philanthropic arm, Keppel Care Foundation.

The renewed partnership was officially announced at Dementia Singapore's 35th Anniversary Gala Dinner, held in conjunction with World Alzheimer's Month. Guest-of-Honour K Shanmugam, Coordinating Minister for National Security and Minister for Home Affairs, joined Dr Philip Yap, Chairman of Dementia Singapore, Jason Foo, former chief executive officer of Dementia Singapore, Kevin Chng, chief financial officer of Keppel and Ho Tong Yen, chief executive officer of Keppel Care Foundation, to mark this milestone.

Keppel's \$1 million contribution will directly support Dementia Singapore's programmes and services. Half of the donation will subsidise attendance fees for clients in need across all four of Dementia Singapore's New Horizon Centres. The remaining funds will sustain several of the organisation's flagship initiatives, including Voices for Hope, a programme that equips individuals living with dementia and their care partners with the skills to publicly share their stories; Memories Café, a social engagement platform outside traditional care environments; the Care Integration Programme, which provides caregivers with vital knowledge and resources; and the Dementia Helpline, a trusted source of guidance for those navigating dementia care.



Gala Dinner Raises More Than Half a Million Dollars

Dementia Singapore marked its 35th anniversary with a gala dinner at Pan Pacific Singapore on 5 September 2025. Inspired by the Forget-Me-Not flower, the evening's theme symbolised remembrance, advocacy, hope, and empowerment—core values that have guided Dementia Singapore throughout our journey.

Thanks to the extraordinary generosity of our donors, sponsors, and partners, the event raised an impressive S\$526,000. These funds will directly sustain our programmes and services, enabling us to continue providing vital care, support, and resources to persons living with dementia and their families.



Chari-Tee Golf 2025

Since its inauguration in 2023, Dementia Singapore's Chari-Tee Golf event has grown into a signature fundraising initiative that our corporate partners and supporters look forward to each year.

Held at the Tanah Merah Country Club on 11 April, this year's event brought together 144 golfers for an enjoyable day on the greens, followed by a special dinner. We were honoured to have Mr Seah Kian Peng, Speaker of Parliament, join us as the Guest-of-Honour for the shotgun tee-off at the scenic Tampines Course.

The event marked another notable gathering of like-minded advocates coming together for the dementia cause. Through the generous support of our partners, donors, and participants, the event raised approximately **\$271,000** in support of Dementia Singapore's programmes and services for persons living with dementia and their caregivers.



Christmas Charity Cookie Campaign 2025

Dementia Singapore's annual Christmas Charity Cookie Campaign continued to receive heartwarming support and positive feedback from donors, partners, and supporters. This year, we were especially encouraged by the generosity shown, that led to a total of **\$93,510** raised — our highest amount to date.



Brunel's 50th Anniversary – Tote Bag Painting Activity

In conjunction with World Alzheimer's Day on 21 September, Brunel and Dementia Singapore came together on 20 September to host a tote bag painting activity for our Voices for Hope advocates. Through colours, patterns, and personal touches, each tote bag became a unique expression of the participants' stories, emotions, and individuality.

The session proved to be a warm and supportive space for participants and volunteers to engage, share, and create meaningful moments together.



AbbVie Gives Back

Dementia Singapore was invited to be part of AbbVie's annual AbbVie Gives Back event on 11 November 2025, where Dementia Singapore took the opportunity to share more about our mission and work with AbbVie employees.

An interactive Spotlight Lunch session and engagement booth provided AbbVie staff with valuable insights into dementia, highlighting its profound impact on both individuals and their care partners. The initiative successfully fostered greater awareness, understanding, and empathy toward the dementia community.

We are also grateful to AbbVie staff for their generous support of Dementia Singapore's Christmas Charity Cookie Campaign.

DKSH – Dementia Awareness Campaign

On 10 July 2025, DKSH Healthcare partnered with Dementia Singapore to spearhead a community outreach initiative titled 'Recognising & Acting on Alzheimer's Disease Early'.

The health forum featured panel discussions with experts from Dementia Singapore, Changi General Hospital, and Caregivers Alliance Limited. Attendees gained useful insights into Alzheimer's disease, including how to recognise its symptoms and the importance of early diagnosis and timely treatment.

Dementia Singapore also hosted an engagement booth at the event, where we shared more about our programmes and services, and how the community can better support persons living with dementia and their caregivers.



Singapore Polo Club Outreach
Polo Tournament & Carnival 2025

On 11 October, the Singapore Polo Club brought the community together for its 3rd annual SPC Outreach Polo Tournament & Carnival, marking its flagship charity initiative of the year. Held in support of four local charities, including Dementia Singapore, the event was graced by Senior Minister Lee Hsien Loong as the Guest-of-Honour.

Open to the public, the carnival offered a fun-filled day for families and visitors, with classic carnival games, pony rides, food and drink stalls, horse feeding, and the much-anticipated Outreach Polo Tournament.

We are deeply grateful to the Singapore Polo Club for naming Dementia Singapore as a beneficiary, with \$8,888 generously raised for each of the selected charities.



Schrodgers International Food
Bazaar

Dementia Singapore was honoured to be named the beneficiary of Schrodgers Singapore's annual International Food Bazaar—a vibrant charity and inclusivity event that unites staff through a shared love of food and giving.

The event featured a spread of homemade international dishes lovingly prepared and served by Schrodgers staff volunteers. Through the generosity and collective effort of the Schrodgers team, more than \$21,000 was raised in support of the dementia cause.

Equinix

The Equinix Singapore team demonstrated its commitment to the dementia community by organising a Dementia Awareness Talk alongside a 10km Charity Walk/Jog/Run, bringing together 185 participants in support of the cause.

Through the collective generosity and efforts of its employees, the initiative raised an impressive S\$29,126.26 for Dementia Singapore.



Land Transport Authority Charity
Walkathon

The Land Transport Authority's Public Transport (PT) Group rallied its staff in support of Dementia Singapore through a dedicated donation drive, building on a trusted partnership established through earlier collaborations such as the Caring Commuter programme.

The initiative raised awareness of the growing impact of dementia and encouraged staff to contribute meaningfully to the community, collectively raising \$12,900 for the dementia community.



Financial Year In Review

Total Income
\$21,229,767



Total Expenses
\$17,873,435



Dementia Singapore's reserves management policy aims to maintain unrestricted reserves equivalent to at least six months of its annual operating expenditure. This ensures that the organisation can continue its day-to-day operations in the event of unforeseen funding shortfalls or emergencies.

The Management team monitors the level of reserves on a regular basis and reports to the Finance Committee and the Board at least annually. Any utilisation of reserves under unforeseen circumstances requires prior approval from both the Finance Committee and the Board.

As of 31 March 2026, the organisation's reserve ratio stands at 11.3 months.

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1.	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2.	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3.	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4.	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5.	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6.	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7.	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes		2
8.	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9.	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
10.	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member’s reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/ she is being re-appointed, the Treasurer’s years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11.	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12.	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.8	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
13.	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member’s years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers’ positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity’s term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
14.	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15.	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
16.	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17.	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18.	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19.	Establish a Code of Conduct that reflects the charity’s values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20.	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21.	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives. a. Ensure the Board approves the annual budget for the charity’s plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22.	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives. b. Implement appropriate internal controls to manage and monitor the charity’s funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
23.	Seek the Board’s approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24.	Regularly identify and review the key risks that the charity is exposed to and refer to the charity’s processes to manage these risks.	4.3	Yes		2
25.	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26.	The charity’s audit committee or equivalent should be confident that the charity’s operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27.	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28.	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
29.	Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30.	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member’s attendance.	5.3	Yes		2
31.	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity’s subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32.	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33.	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. 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.	5.6a	Yes		2

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain.	Score
34.	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity’s governing instrument.	5.6b	Yes		2
35.	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36.	Develop and implement strategies for regular communication with the charity’s stakeholders and the public (For example, focus on the charity’s branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37.	Listen to the views of the charity’s stakeholders and the public and respond constructively.	6.2	Yes		2
38.	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
Total Score					76
Percentage = (Total Score/Full Marks of 76) x 100%					100%



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