

CARING ACROSS GENERATIONS

30 YEARS ON



ANNUAL REPORT 2025 / 2026

Lions Befrienders Service Association (Singapore) is a member of NCSS

UEN: S95SS0076A

Charity Registration No.: 001250

IPC Registration No.: IPC000228

IPC Period: 4 July 2024 to 3 July 2027

Auditor: Credo Assurance LLP

Bankers: Bank of China, BNP Paribas, DBS Bank Ltd, Hong Leong Finance Limited,
Bank of Singapore.

VISION

A nation where every senior is active, healthy and happy.

MISSION

To provide friendship and care for seniors to age in place with community participation, enabling them to enjoy meaningful and enriching lives.

OBJECTIVES

- Relieve the loneliness, isolation and boredom of lonely seniors
- Facilitate integration of lonely seniors into the community
- Promote community participation in caring for the seniors
- Facilitate empowering of our lonely seniors
- Promote active and positive ageing
- Encourage lonely seniors to age in place with community support

CORE VALUES**Commitment**

We pledge to give our best to enrich lives of those we touch

Respect

We honour the individual's rights and beliefs

Leadership

We inspire and empower change for a better future

C**I****R****C****L****E****Integrity**

We uphold trust and accountability in all we do

Compassion

We serve with kindness and openness

Empathy

We listen, we feel, we care

For 30 years, CIRCLE has been more than an acronym. It is the heartbeat of everything we do. As we enter our fourth decade of service, these values continue to guide every hand extended, every door knocked, and every life enriched.

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FINANCIAL SUMMARY



Three Decades of Heart, Hope, and Innovation

Thirty years ago, Lions Befrienders (LB) was born from a simple, profound truth: no senior should ever have to walk the journey of ageing alone. As we celebrate our 30th anniversary, this mission has never been more relevant. Singapore is now a super-aged society, heading toward a reality where 1 in 4 Singaporeans will be aged 65 and above by 2030. In response, LB strongly supports the national initiatives of Ageing Well and Ageing in Place, ensuring our elders stay active, connected, and supported right in their own neighbourhoods.

Looking back at our milestone year in 2025, I am immensely proud of how our organisation evolved to become one of the region's leading eldercare specialists. We didn't just expand our reach; we elevated the very nature of how we care. By introducing innovative programmes and thoughtful tech-care solutions, we took a massive step forward. For us, technology isn't about replacing human warmth—it is about enhancing it. From smart tools that keep our seniors safe and independent to digital initiatives that spark joy, we are rewriting the narrative of ageing.

Building on this momentum, 2026 marked another significant milestone with the opening of Life Unlimited @ 170, our new concept Active Ageing Centre (AAC).

Through this space, we introduced fresh programmes designed to engage a whole new generation of seniors—those raised alongside technology and screens, who enter their later years with vastly different expectations and preferences for active living.

To keep pace with these shifting needs, by the end of Q1 2027, Lions Befrienders will double its number of centres across the island. This expansion includes newly opened and revamped AACs designed to provide seniors with unprecedented access to our holistic care, social activities, and wellness initiatives. Across our 20-over facilities—including specialised features like our Gym Tonic at Mei Ling and Community Gym Centre at Ghim Moh—we are gearing up to scale our impact significantly. While we currently serve over 13,000 registered seniors across 11 centres, our expanding network will enable us to reach 26,000 seniors by 2030.

As Singapore's demographic shift accelerates, projections suggest nearly 100,000 seniors will soon require daily living assistance. To address this soaring demand, our Enhanced Home Personal Care (HPC+) programme is continually evolving to provide comprehensive support for complex care needs, helping elders age gracefully in place.

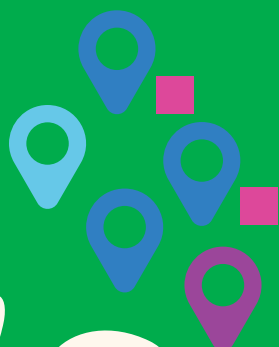
None of this would be possible without our incredible ecosystem of support. Our journey over the last 30 years is a beautiful mosaic built by the hands of our fellow Lions, our dedicated staff, and our generous sponsors and partners. You are the heartbeat of this organisation. Together, we stay fiercely committed to our core goal: connecting seniors and enriching lives.

As we look toward 2027 and beyond, we approach tomorrow with a clear blueprint: fuelled by the unyielding *kampung* spirit, powered by pure passion, and enabled by technology and talent. We have proven that growing older doesn't mean stepping back; it means moving forward with confidence, vitality, and community.

Thank you for walking alongside us for 30 incredible years. Here's to many more years of changing lives, one heartwarming connection at a time.

Lion Alex Lim
Chairman

WEST



WEST

- CCMS @ Bukit Timah / Clementi / Queenstown
- LB AAC @ Clementi 344
- LB AAC @ Clementi 366
- LB AAC @ Clementi 420A
- Community Gym Centre

CENTRAL



CENTRAL

- LB AAC @ Ang Mo Kio 318
- LB AAC @ Bendemeer 32
- LB AAC @ Mei Ling 150
- LB AAC @ Ghim Moh 18
- Life Unlimited @ 170

**Opened in June 2026*

- COC @ Mei Ling 151
- CW2S @ Bukit Merah 130
- HPC+ @ Queenstown
- Training Centre
- Gym Tonic
- Head Office

EAST

- CCMS @ Changi / Tampines
- HPC+ @ Changi / Tampines
- LB AAC @ Tampines 494E
- LB AAC @ Tampines 434
- LB AAC @ Tampines 499C

EAST



- 11 Active Ageing Centres (AAC)
- 2 Community Case Management Service Offices (CCMS)
- 1 Communities of Care (COC)
- 1 Community Well-Being & Support Services (CW2S)
- 2 Home Personal Care Offices (HPC+)
- 1 Head Office
- 1 Training Centre
- 1 Gym Tonic
- 1 Community Gym Centre
- 4 Integrated Community Care Provider (ICCP) sub-regions

**Covering Sub-Regions Bukit Timah-Queenstown 4, Tampines-Paya Lebar 3, Clementi 1 and Clementi 2.*



ACTIVE AGEING CENTRES

OUR DOOR IS ALWAYS OPEN

The moment a senior walks into Lions Befrienders' Active Ageing Centres (AACs) for the first time, something shifts. They realise they are not alone.

Across 11 centres island-wide, these welcoming spaces serve seniors aged 60 and above with programmes that feel less like activities and more like a second home. Spanning physical health, mental wellness, cognitive stimulation, social connectedness and lifelong learning, every programme is built around the belief that growing older never means growing smaller. Life, for our seniors, remains unlimited.

As part of the national Age Well SG initiative, the AAC is the first point of contact for every senior's care journey. It is where early support begins, where friendships take root, and where seniors discover that their best years are far from over.



What sets our AACs apart is not just the programmes. It is the people. Staff who remember names and notice when someone is absent. The Senior Champion who knocks on a neighbour's door. The senior who walks in alone and never feels that way again.

Mdm Christine Chen Poh Ngiuk, 65, spent close to a decade caring for her grandchild at home before she found her way to Lions Befrienders two years ago. Once her grandchild started school, she began looking for ways to reconnect with people outside the house and soon after started volunteering.

Today, she brings seniors out on outings, helps serve meals to fellow elderly members, and cooks for groups of up to 70 people. She is also one of the founding volunteers of the centre's new drumming and fitness programme.

Volunteering has changed how she feels day to day. "I am more cheerful and feel much younger now," she says.

The AAC is where early support begins and where seniors are connected to the right services before a crisis arises. What keeps them coming back is simple: the friendships formed, the sense of belonging, and the knowledge that someone will notice if they are gone.

For Nabilah Binte Mohammad Haermee (Ella), an Executive at Lions Befrienders, this first step often starts long before a senior walks through the door. Since joining Lions Befrienders, other than understanding seniors' need and organising activities for them, she also has opportunity to reach out to isolated seniors especially those living alone with little social contact.

Her team also organises block parties two to three times a year, bringing programmes out to seniors who may find it hard to reach the centre. Last October, she started a drumming and fitness programme from scratch, sourced an online course and trained volunteers over two months of weekly sessions. The programme now runs almost every week, with Mdm Christine among its founding volunteers.

For Ella, the work is about seeing seniors open up over time. Her message to the public is simple. "Don't underestimate the capabilities of seniors," she says.

As Lions Befrienders celebrates 30 years of connecting seniors and enriching lives, the AAC remains what it has always been: not just a place to go, but a reason to.

Where early support begins, friendships take root, and seniors discover that their best years are far from over.





COMMUNITY CASE MANAGEMENT SERVICE

SOMEONE IN YOUR CORNER



Ask most seniors in Singapore what they want above everything else, and the answer is probably the same: to age in their own home. Lions Befrienders' Community Case Management Service (CCMS) exists to make that possible, even when life makes it complicated.

For seniors aged 60 and above facing health and social challenges, CCMS provides holistic, personalised support to help them continue living safely and with dignity in their own homes. In some cases, those below 60 with complex medical conditions may also be considered.

Beyond the coordination of services, what CCMS offers is something harder to put on a checklist: consistent presence, genuine trust, and the quiet reassurance that someone always shows up.

Take Mdm Selmah Binte Nordin. Referred to CCMS after a hospital discharge, she was living with her husband and elder sister, three seniors largely depending on one another. Over the years, as her husband and sister moved into nursing homes, her circumstances changed, and her needs grew. Through the transitions, her CCMS social worker, Chow Ching Hua, was there. Weekly calls. Regular visits. Coordination of home nursing, housekeeping, medical escort, and meal support. Not a checklist, but a relationship.

When asked how she feels about Lions Befrienders' CCMS support, she smiled and said, "It's a great thing. I like it."

Ching Hua added, "Success, for me, is when they are happy and healthy. Achieving what they want in terms of their quality of life. Their definition. Not mine."

CCMS social workers are part coordinator, part advocate, and fully committed.

They assess needs, connect seniors to services, work with families, and follow up consistently. They are quick to point out that the most important part of their work cannot be scheduled.

"Trust takes time," says Ching Hua. "Consistent presence. Talking to them. Understanding them as a person. That is how you build the relationship. Without the relationship, nothing else works."

CCMS is not a permanent fixture. It is a responsive one. Cases are reviewed regularly, and support scales up or pulls back based on what each senior genuinely needs at any given time.

For seniors like Mdm Selmah, that continuity is everything. Before Lions Befrienders, she had no structured support system.

"Before, no one," she says. Then, with a small smile, "Now I can manage."



**"Success, for me, is when they are happy and healthy. Achieving what they want in terms of their quality of life. Their definition. Not mine."
- Ching Hua**



COMMUNITIES OF CARE *BRINGING THE VILLAGE BACK*

There is an old idea that it takes a village to raise a child. Lions Befrienders believes it takes the same to care for a senior.

Communities of Care (COC) is the thread that holds the village together. Commissioned by the Agency for Integrated Care (AIC), COC is not a single service but an overarching framework that connects seniors to a network of resources, partners, and people across the community.

While other programmes go deep into individual needs, COC casts a wide net, ensuring that every senior has access to the full range of support they need, close to where they live.



At the heart of COC is coordination. Community nurses, daycare services, health talks, Silver Generation Office outreach, advanced care planning, and more are brought together and made accessible through the AAC. The goal is simple: no senior should fall through the gaps simply because the right resource was not within reach.

For Mdm Zarinah Binte Baharom, a Lions Befrienders member, COC first opened the door to support. In time, that coordination turned into connection, and connection into a reason to give back. She now volunteers every Monday, delivering meals to homebound seniors. “It comes from within,” she says. “You are happy. Maybe you can help somebody. I believe good deeds will come back to you.”

As Lions Befrienders transitions into an Integrated Community Care Provider (ICCP), the work of COC has laid the groundwork for a more structured, targeted model of community care.

What COC built through partnership and trust, ICCP will carry forward with greater reach and coordination. COC is the framework that started it all,” says Lina Go Sock Hsuan, Assistant Manager, COC at Lions Befrienders. “The relationships we built, the partners we connected, the seniors we empowered. That does not go away. It becomes the foundation.”

For the seniors who found their community through COC, that foundation is already very much alive. They are not waiting to be cared for. They are the ones showing up, drumming, dancing, delivering food, and proving that with a little connection, a village can be rebuilt in the heart of a city.



“The relationships we built, the partners we connected, the seniors we empowered. That does not go away. It becomes the foundation.” - Lina



COUNSELLING

WHEN THE HEART NEEDS TO HEAL

Not every difficulty a senior faces can be solved with a visit or a meal. Some struggles run deeper: the grief of losing a spouse, the disorientation of a life suddenly emptied of purpose, the quiet weight of facing each day alone.

For these seniors, Lions Befrienders' Counselling team offers something different: a space to be heard, at

whatever pace they need. Established as a pilot project and now a permanent service, the team reaches seniors through home visits and at the AACs. Referrals come from GPs, hospitals, and community partners.

Once referred, seniors are matched with a counsellor who journeys with them through the crisis and beyond.

"We work towards one day when, if we are not there, they are able to move forward. That is the goal." - Qayyum



Mdm Rahmah Binte Malim came to Lions Befrienders two years ago after the loss of her husband left her unable to eat, sleep, or leave the house. She had no children, no support network, and no reason, as she saw it, to open the door.

“I alone. I close my house. I don’t want to open the door. I never eat,” she recalls.

Over a year of sessions with her counsellor, Muhammad Qayyum Bin Norshapiee (Qayyum), that changed. First, she walked to the corridor. Then downstairs. Then out into the community, where she found friends and rediscovered life on her own terms. “I can have friends. I can go out. I am not scared anymore,” she says.

Qayyum describes the work as going somewhere many in Singapore rarely go. “People don’t talk about emotions here,” he reflects. “But I think it is important to come down from the headspace to the heart. How do you actually feel? That is where the work begins.”

His measure of progress is not how long a senior stays in the programme. It is whether they no longer need it. “We work towards one day when, if we are not there, they are able to move forward,” he says. “That is the goal.”

For seniors like Mdm Rahmah, that goal has already been reached. She is no longer the person who would not open her door. She is the one who tells others who are struggling, “Don’t be alone. Help is there.”





COMMUNITY WELL-BEING & SUPPORT SERVICES

CLOSING THE GAP

Not every senior who needs help is already connected to a centre.

Community Well-Being & Support Services (CW2S) fills a critical gap: reaching seniors aged 60 and above who fall outside the coverage of any other AAC or community organisation.

Through befriending, lifestyle management, scam awareness education, caregiver self-care workshops, and advanced care planning, CW2S supports seniors and caregivers through their journey.



When Sally Yeong first tried to reach Mdm Teo Choon Lung, a senior she had been assigned, the calls went unanswered. Wary of scam callers, Mdm Teo had stopped picking up unfamiliar numbers. So Sally went down in person and knocked on her door.

That first encounter became a friendship now two years strong. “There are some things I face that my family doesn’t understand,” Mdm Teo reflects. “She’s a neutral person. I can speak to her.” “Trust takes time,” says Sally. “You sit down, you talk. Slowly, they open up.”

CW2S cannot be reduced to a visit schedule. When Mdm Teo was discharged from the hospital and needed support, Sally coordinated food deliveries, sourced a microwave, and

stayed connected through the months that followed. The programme also runs caregiver self-care workshops, recognising that supporting a senior sometimes means first supporting the person caring for them.

“Families are not as connected as before,” says Sally. “Seniors just need to feel connected. That someone is there.” Mdm Teo puts it simply: “I consider her more than a friend. Someone I can talk to, neutral. Family sometimes cannot agree. But she listens.”

That is what CW2S is built on.
Not a programme. A presence.

**“Trust takes time,
seniors just need to
feel connected. That
someone is there.”
- Sally**





GYM TONIC

STRONGER THAN YOU THINK

Gym Tonic at Lions Befrienders is a specialised strength training programme for seniors aged 60 and above. It meets each senior exactly where they are: whether recovering from a stroke, managing Parkinson's, living with a pacemaker, or simply taking their very first steps towards an active life. All equipment is hydraulic, making it safe, low-impact, and accessible for seniors of all fitness levels.

It is to progress safely, at a pace that builds confidence alongside strength.

Each senior begins with a pre-assessment covering medical history, mobility, and cognitive status. From there, a personalised programme is created. The goal is never to push. It is to progress safely, at a pace that builds confidence alongside strength.



“For seniors, strength training is not about being the best,” says T. Mahalashmi (Maha), Gym Tonic’s trainer. “It is about ageing healthily and happily. You have to see their emotions, their cognitive state. It is not just about the training.”

The results speak for themselves. Mdm Ng Meng Cheng, 69, came to Gym Tonic in 2024 after a decade of caregiving for her husband left her walking hunched. Within a month of starting, she noticed the difference. “Before, I would fall when walking,” she says. “Now I do not. I am stronger.” Another senior who could hardly sit down without support is now walking without a walking stick. Yet others who started barely lifting any weight are now working at the programme’s maximum resistance.

“If they have the right environment, seniors will push themselves,” says Maha. What truly sets Gym Tonic apart is not just the equipment. It is the people. Seniors who come for the same session week after week begin to recognise each other, exchange numbers, and check in when someone is absent.

Mdm Ng has since brought three neighbours along to join, and goes for meals with friends she met at Gym Tonic. “If I had not joined, I would probably be quite lonely,” she reflects.

For Maha, the numbers on the machine matter far less than the look on a senior’s face. “For me, success is never about the numbers. It is about whether they are happy when they come. That is everything.”





ENHANCED HOME PERSONAL CARE

WHERE CARE FEELS LIKE HOME



Some of the most important work in eldercare happens quietly, behind closed doors, in the homes of seniors who just need a little help to keep living life on their own terms.

Lions Befrienders' Enhanced Home Personal Care (HPC+) supports seniors with daily living and housekeeping tasks that help them continue ageing at home with dignity and independence.

Enhanced Home Personal Care (HPC+) builds on this through a modular approach to care, offering advanced medical and clinical support alongside round-the-clock technology-enabled fall monitoring. "It is like the bridge," says Hanili Binte Mustafa (Hanili), a HPC+ staff member with Lions Befrienders. "We help them while they still can."

Hanili has been with LB since 2018. Initially, she was a neighbour who looked after Mr. Seow and other residents. Inspired by her love and care, LB converted her as a part-time HPC+ staff. She brings to every home she visits a warmth that no care plan can prescribe, shaped by years of caring for her own father through prolonged illness. For her, this work has never been just a job.

“I just do my best,” she says. “That is only what I can do.”

For Mr Seow Thian Kee, 76, who was referred to LB following a hospitalisation, that quiet dedication has made all the difference. Over time, what began as a weekly visit grew into a friendship, a routine, and a trust that keeps him anchored in the life he has chosen.

“She is very compassionate,” he says.

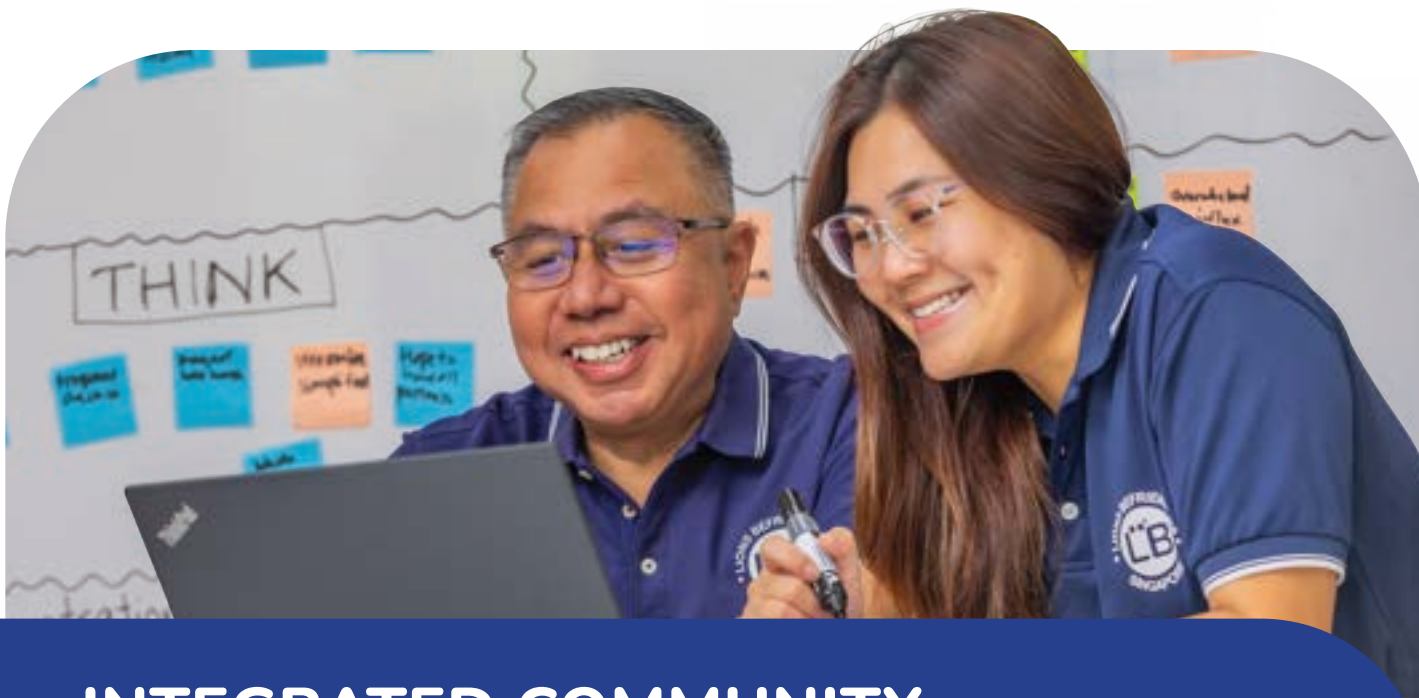
“Someone who will bend down to help, no matter what. Those qualities are very difficult to find.”

Mr Seow is clear-eyed about his situation. He cannot manage steep slopes, he has fallen before and decided not to pursue surgery, knowing the odds. What he has chosen instead is to live as fully as he can at home, with the right support around him. “With her help, I am able to live more independently,” he says. “Not completely independently. But more.”

That distinction matters deeply to HPC+. The programme does not aim to replace what seniors can do for themselves. It aims to preserve it, for as long as possible, and with as much dignity as possible.



That quiet dedication has made all the difference. Over time, what began as a weekly visit grew into a friendship, a routine, and a trust that keeps him anchored in the life he has chosen.



INTEGRATED COMMUNITY CARE PROVIDER

ONE COMMUNITY. ONE CARE JOURNEY.

Singapore cannot build more hospitals forever. What it can build, instead, is a community strong enough to support its seniors through every stage of ageing. That is the vision behind the Integrated Community Care Provider (ICCP) model, and one Lions Befrienders is proud to be part of.

Under the ICCP framework, four core services come together within each sub-region: the Active Ageing Centre, Senior Care Centre, Enhanced Home Personal Care, and Home Therapy. Service providers collaborate as an integrated network so that seniors can move seamlessly through their care journey without gaps in care.

As Chia Loy Tong (Loy), Lions Befrienders' ICCP lead, puts it: "You are contributing to a framework which allows every senior in Singapore to age meaningfully and confidently."



One of the most meaningful shifts ICCP brings is the No Wrong Door policy. Seniors within a sub-region can walk into any partner centre and take part in activities, regardless of which organisation runs it. What was once a clearly drawn boundary has become an open invitation.

Lions Befrienders operates across seven sub-regions and serves as the administrator point of contact in four of them, bringing partners together and ensuring every senior in the community is seen and served.

Another novel example is drone soccer, introduced through an ICCP partnership. Seniors from different organisations came together to try the game, a reminder that learning something new has no age limit.

“With ICCP, we open up the opportunities,” says Loy. “We expose seniors to a lot more activities than their own centres might not have been able to provide.”

The first year of ICCP has been about building relationships and shared experiences. The next phase focuses on care referral workflows, connecting seniors who need more clinical support to the right services without delay. Rather than simply processing seniors through a system, the goal is to walk alongside them.

“As a community, how do you truly step up to support the senior throughout their journey of ageing comfortably in their own neighbourhood?” asks Loy. “That is the end game of ICCP.”



For Mr Ramli Bin Selamat, 74, that open invitation has meant taking his drumming group beyond his own centre. What started as a weekly practice has grown into performances at the LB Got Talent, drawing seniors from centres across the island, and, more recently, at United World College alongside seniors from other centres.

“When we hit the drum beat, our mind is all concentrated on the rhythm,” he says. “The negative things are gone already. That’s what makes me happy.”



TECHCARE

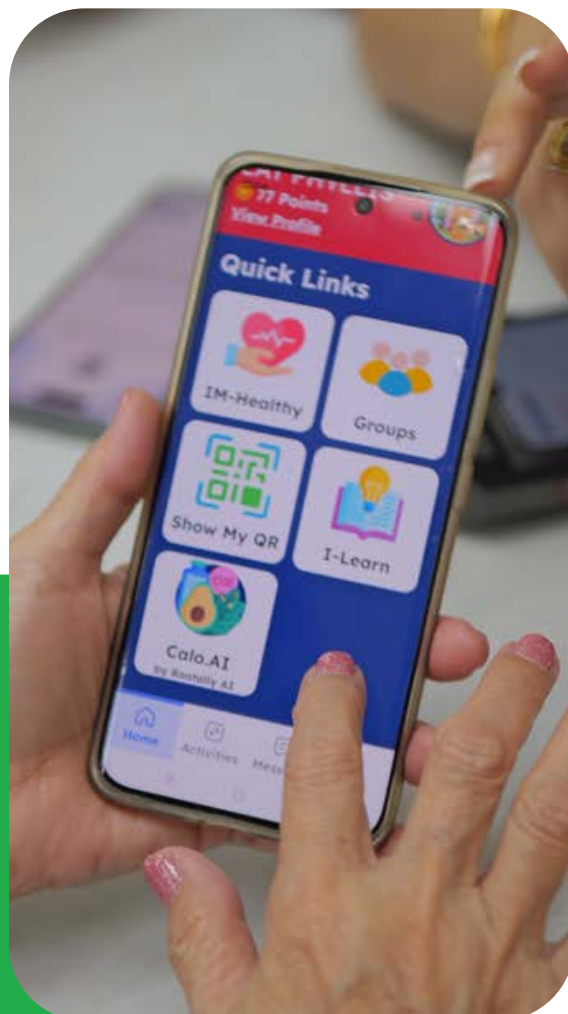
WHERE TECHNOLOGY FEELS HUMAN

Technology moves fast. People do not always move with it. At Lions Befrienders, TechCare exists to close that gap, building tools that work for seniors, not the other way around.

Every tool starts with the same question: what do our seniors actually need?

“The seniors we work with are capable of so much more than people assume,” says Nur Izzat Bin Mohamad Nashir (Izzat) of TechCare. “Once you work with them, you see that very quickly.”

The Our Kampung App keeps seniors connected to their centre from home, letting them track activities, monitor health readings, and earn points redeemable through Our Treasure Box – a smart locker for point redemption.





The IM-Healthy station at every AAC allows seniors to self-administer health checks covering blood pressure, weight, BMI and heart rate without staff assistance. “A lot of seniors staying alone do not have such things at home,” says Mr Tan Hwee Leng, a Lions Befrienders member and former IBM engineer of 38 years. “So it was very useful.”

The Our Kampung App keeps seniors connected to their centre from home, letting them track activities, monitor health readings, and earn points redeemable through Our Treasure Box – a smart locker for point redemption. The pet avatar feature, where seniors tend to a digital companion each day, was designed with lonelier seniors in mind. “It gives them something to look after, something to look forward to,” reflects Mr Tan. “The tech tools are meant to help seniors do more. Keep it simple. Once it is simple, it is easier for seniors to embrace.”



As Lions Befrienders marks 30 years of service, wearable technology and AI integration are on the horizon. The reason driving it all remains unchanged.

“Ageing to me is just a number,” says Izzat. “What matters is how you use your time. If you have a purpose, that is good. It is all about ageing with purpose.”



VOLUNTEER MANAGEMENT

THE HEART BEHIND EVERY HELPING HAND

Some people volunteer because they want to give back. Some come looking for community. Some, like Gregory Kroll and Vivien Tay, a couple who joined Lions Befrienders just over a year ago, started with curiosity.



What they all say once they are here is the same: they should have started sooner.

Lions Befrienders' Volunteer Management team coordinates over 1,700 volunteers across its centres and programmes, ranging in age from 11 to over 90. They bring driving licences, caregiving experience, language skills, and a willingness to show up.

The team's philosophy is simple: meet volunteers where they are, grow with them, and make the journey meaningful.

"We want our volunteers to know that their journey with us is not only to serve the community," says Michelle Koh, Assistant Manager of Volunteer Management. "It is also to enjoy their time while serving. To find a meaningful place to grow."

For Gregory and Vivien, what began as something practical to do on weekends became something far more meaningful. Their sessions involved house decluttering for seniors living alone, sometimes in very difficult conditions. It showed them a side of Singapore they had never encountered.

“We felt our lives were just work,” says Vivien. “We were trying to find something meaningful, and this turned out to be an activity we could both participate in. I should have started sooner.”

“Prior to doing it, it seems like something that is a task,” adds Gregory. “But it is far more relaxing, fulfilling, and enjoyable than that. It is one of the few times when I do not think about whatever is stressful in the rest of my life.”

Mdm Shirley Long, 61, found her own reason to stay. She joined Lions Befrienders a year ago, looking for activities near her home. Since then, she has led group outings, taught

flower-making to fellow members, participated in storytelling sessions for children and elders, and had a photograph selected for a public exhibition. “I see a sense of purpose, and that is very important,” she says. “Volunteering changed my perception of life.”

The Volunteer Management team matches volunteers to seniors based on skills, proximity, and availability. They run training in befriending, wheelchair handling, first aid, and fall prevention. They celebrate long service. They remember names.

“When our volunteers come on board, we tell them: you are not just a volunteer here,” says Michelle. “You are a friend to the team. Any trouble, any problem during your volunteer journey or outside it, you can always approach us.”

It is that human touch that keeps volunteers coming back, and turns a single session into something that changes a life, be it the senior’s or the volunteer’s.



It is that human touch that turns a single session into something that changes a life.

ACTIVE AGEING CENTRES (AAC)

12,509
Members

152

Centre Volunteers

395

Centre Senior Champions

495

Buddying and Befriending Clients

ACTIVITIES

5,355

Activities Conducted

21,992

Activity Sessions

309,687

Total Participation in Activities

8,236

Sponsored Activities Co-ordinated by AACs

COMMUNITY CASE MANAGEMENT SERVICE (CCMS)

235

Clients Served

ENHANCED HOME PERSONAL CARE (HPC+)

362

Clients Served

COMMUNITY WELL-BEING & SUPPORT SERVICES (CW2S)

Interim Befriending Panel (IBP) Clients Served

CENTRAL

169

Buddying Clients Served

EAST

141

Buddying Clients Served

1

Befriending Client Served

TOTAL

311

Clients

CAREGIVER WORKSHOPS HELD

30

Caregiver Workshops
at 10 LB AACs

732

Participants

1

External Caregiver Workshop @ Bukit Timah Community Centre

21

Participants

INTEGRATED COMMUNITY CARE PROVIDER (ICCP)



The ICCP team attended four half-day Design Thinking workshops with the Agency for Integrated Care (AIC), bringing together partners from different sub-regions to co-design a seamless client journey across service touchpoints. The sessions fostered meaningful discussions, strengthened collaboration, and deepened understanding of each partner's services.

217

Total Joint Events Conducted

Total Number of Attendees

6,250
Seniors

COUNSELLING

Main Counselling Programmes

- Counselling Intervention
- Digital Counselling (Work-In-Progress)
- Cognitive Wellness (Work-In-Progress)
- Mental Health Workshops
- SafePod Community Face AI Facial Assessments
- Advanced Care Planning
- School Engagement
- Counselling Internship Practicum

356

Total Individuals Engaged

THIRTY YEARS OF HEART: THE LIONS BEFRIENDERS LEGACY, 1995 - 2025

Thirty years. Tens of thousands of seniors.
Countless doors knocked on, hands held,
and lives quietly changed.

As Lions Befrienders marked its 30th anniversary in 2025, we celebrated three decades of serving Singapore's seniors with a Fundraising Gala themed "Together We Thrive." Since our founding in 1995, we have touched the lives of nearly 13,000 seniors through our network of 11 Active Ageing Centres and a wide range of programmes, including befriending, home visits, active ageing activities, social engagement and family support. Held in conjunction with Singapore's SG60 celebrations, the Gala raised \$233,945 to strengthen the sustainability of our community services, ensuring that we continue to empower seniors to age with dignity, purpose and connection.

What drives this work has never changed:
the belief that no senior should face old age alone.



How It Began

In 1995, three Lions Clubs under District 309 Singapore took charge of a community befriending pilot and turned it into something lasting. It was not about strategy. It was about conscience and a community willing to show up.

Supported by the Ministry of Health, the Ministry of Social and Family Development, the Agency for Integrated Care, and the Community Chest, that impulse has grown into a nationwide network of 11 Active Ageing Centres, home care services, community case management, and an innovation arm in TechCare. Through every decade, six values captured in CIRCLE, Commitment, Integrity, Respect, Compassion, Leadership, and Empathy, have guided the way.

Rising To The Moment

COVID-19 tested that heartbeat severely. Lions Befrienders responded by launching Singapore's largest virtual befriending programme, drawing in 1,000 DBS volunteers to maintain contact with isolated seniors, and partnering with nine government hospitals to keep telemedicine running. Out of that period came LB TechCare.

The IM-OK tablet gives seniors a daily check-in that alerts caregivers if something seems wrong, once prompting a nephew to check on Mdm Jackie Cheng after a vertigo episode. Our Kampung App, launched in late 2024, connects seniors to community activities. IM-AIDEN, an autonomous robot, now delivers meals and medication to homebound seniors.



The Next Chapter

Singapore will be a super-aged society within this decade. Lions Befrienders enters this next chapter with hard-won experience and a restless appetite for doing better. LB Digital Counselling, launched in October 2025, extends the organisation's reach into mental and emotional wellbeing, while partnerships with Healthier SG and Age Well SG deepen LB's role in Singapore's ageing strategy. The promise made in 1995 holds. As Chairman Lion Alex Lim has written: "We are not just witnessing the future of eldercare. We are actively building it."



"Thirty years is a significant milestone. Since 1995, Lions Befrienders has been a vital thread in Singapore's social fabric, providing more than just services — you have provided friendship, a sense of belonging, and a safety net for our seniors."

- Mr Ong Ye Kung, Minister for Health

SUSTAINABILITY IN SENIORS' HANDS

This year, Lions Befrienders' Active Ageing Centres supported 10,952 members, with 317 Senior Champions stepping forward to lead, teach, and support their peers. Across our centres, sustainability efforts diverted approximately 65 kg of waste, while 76 cents of every dollar went directly to programmes that serve our seniors. We remain fully compliant with all 38 principles of the Code of Governance for Charities and IPCs under GEC Tier 2, reflecting our continued commitment to transparency and accountability.

At Ghim Moh 18

Plastic bags were dropped from the weekly bun distribution serving 80 seniors, saving an estimated 50 kg of plastic over six months.



At Tampines 499C

Used coffee sachets are reimaged into coasters and containers through the Eco Art programme, turning waste into pieces seniors are proud to call their own.



The Clementi Cluster

Brought sustainability into celebration and daily routine alike. Red packets became Chinese New Year décor, and recycled materials became props for the "Tiger of Ubin" performance.

Reusable crockery now accompanies communal dining, while digital forms, energy-saving habits, and upcycled office materials have taken hold across the cluster's centres.



At Mei Ling 150

Paper sign-up forms gave way to mobile registration, seniors now Bring Their Own Bag for rations, and a textile recycling partnership with Second Cloth Matter fills up so quickly it needs bi-weekly collection.



At Ang Mo Kio 318

17 seniors joined a primary school's sustainability programme, crafting tote bags from old T-shirts alongside the students. Two were later invited to the National Go Green SG campaign launch, carrying their centre's quiet work onto a national stage.



Each centre found its own way in, shaped by the seniors and neighbourhoods it serves. Together, these efforts add up to a network-wide commitment to sustainable ageing. This same spirit of care carries through to Governance. Sensitive matters are discussed

in a private room with information shared strictly on a need-to-know basis and addressed promptly through follow-up by email or phone. It is a quiet but consistent practice across our centres, one that ensures every senior is heard, respected, and supported with dignity.

A YEAR OF ACTION: HIGHLIGHTS FROM 2025

Thirty Years Young

Lions Befrienders turned 30 in 2025 and celebrated the only way it knows how: by putting seniors centre stage. On 10 April, the milestone was marked with the unveiling of a commemorative logo and a cake-cutting ceremony, with seniors enjoying specially prepared anniversary cupcakes.

That same day, the organisation walked away a finalist and winner across multiple categories at the 13th Asia Pacific Eldercare Innovation Awards 2025, recognition for years of senior-centric innovation in independence, wellness, and dignity in ageing.



LB Got Talent

The seniors themselves remained the year's true stars. LB Got Talent 2025 brought song, dance, and drama to Kallang Community Club, with supporters from eleven Active Ageing Centres packing the auditorium to cheer them on, while the inaugural Inter-Active Ageing Centre MasterChef Competition at Tampines East Community Club proved that talent shines regardless of age.

Community Gym Centre

The year also brought new spaces and new ways to care. On 22 July, the Lions Befrienders Community Gym Centre opened at Block 18 Ghim Moh Road, bringing safe, senior-friendly equipment like air-pressure resistance machines to the Active Ageing Centre @ Ghim Moh 18, officiated by Guest-of-Honour Mr Christopher de Souza, Adviser to Holland-Bukit Timah GRC.



LB Digital Counselling

On the digital front, LB Digital Counselling 2025 launched on 3 October under the theme “Empowering Ageing: Living with Meaning, Leaving with Dignity,” with Guest-of-Honour Dr Koh Poh Koon, former Senior Minister of State for Health and Manpower, joining experts to explore how seniors can live healthier lives, with particular emphasis on mental wellness, palliative care, and improved access to CareShield Life.



Volunteers' Day 2025

Volunteers had their moment too, celebrated at the annual Volunteers' Day 2025 on 24 May at Bird Paradise, a day of connection, shared stories, and company from feathered friends.



LB Cyclethon 2025

From September to November, LB held its first-ever Virtual Cycling Fundraising event, flagged off by Guest-of-Honour Ms Jasmin Lau, Minister of State (Digital Development and Information & Education).

Black & White Glitter Ball

The year closed with the 30th Anniversary Black & White Glitter Ball, an evening of reflection and gratitude that honoured three decades of service while looking firmly ahead.

FUNDING THE FUTURE OF ELDERCARE: THIRTY YEARS OF GOOD COMPANY

Lions Befrienders has always known that caring for a generation of seniors is not a job for one organisation. It takes businesses, volunteers, and donors willing to put their weight behind a shared conviction: that no senior should grow old alone.

The Early Years Set The Tone

In 1997, Metro joined forces with Lions Befrienders for a charity drive that recruited 350 new befrienders and ended with a \$250,000 donation of household essentials. DHL International ran the Veggie Express, delivering fresh produce and dry rations to 425 disadvantaged seniors every single week. ComfortDelGro committed to a five-year Home Improvement Programme reaching over 500 seniors in rental flats. The right partner brings more than money; they care.



From Tin Cans to \$300,000

Tin cans in hand, Flag Day volunteers took to the streets, raising \$83,000 in 2006 and a record \$300,000 by 2018. Then in 2016, the Lions Charity Show at Mediacorp raised \$1.57 million in a single broadcast. The Silver Bow Charity Dinner in 2017 added another \$184,000. Each campaign brought new faces and fresh energy into the Lions Befrienders family.





Partnership that Went Deeper

When the pandemic threatened to cut seniors off entirely, DBS mobilised 1,000 volunteers to keep the Virtual Befriending programme running. Temasek Foundation funded 150 care tablets for high-risk seniors living alone. In 2022, five biopharmaceutical companies, including Abbott and Roche, signed an MOU to bring preventive health screening into the community. When street fundraising became impossible, GovTech and GivePlease helped deploy contactless donation terminals across the island so the giving never stopped.



Looking Ahead

In 2025, Lions Befrienders held its first virtual Cyclethon fundraising event, because if thirty years taught the organisation anything, it is that there is always a new way to get people on board, literally, in this case.

With the continued support of DBS Foundation, 700 seniors benefitted from the Social and Nutrition Programme, where they learned healthy eating habits and digital literacy skills with the support of dedicated volunteers.

Thirty years. Countless partners.
One shared purpose.



● In Photo

● Not In Photo

- 1 **Lion Alex Lim**
Chairman
Appointment Date: 1 Nov 24
Chairperson, New Healthcare Subcommittee
- 2 **PDG Anthony Tay, PPA BBM**
Immediate Past Chairman
Appointment Date: 1 Nov 24
- 3 **Lion Nancy Quek**
1st Vice Chairman
Appointment Date: 1 Nov 25
Chairperson, Strategic Planning Subcommittee;
Chairperson, Facilities Management, Sustainability and Procurement Subcommittee
Stepped down: 1st July 2026
- 4 **Lion Goh Boo Han, PBM**
2nd Vice Chairman
Appointment Date: 1 Nov 24
Chairperson, Outreach & Befriending Subcommittee
- 5 **Lion Joseph Lui**
Honorary Secretary
Appointment Date: 1 Nov 24
Chairperson, Appointments & Nominations Subcommittee
Member, Fundraising Subcommittee
- 6 **Lion Jennifer Ong**
Assistant Honorary Secretary
Appointment Date: 1 Nov 25
Chairperson, Volunteer Management & Training Subcommittee
Member, Human Resources Subcommittee



- 7 **Lion Cliff Goh**
Honorary Treasurer
Appointment Date: 1 Nov 25
Chairperson, Finance and Investment Subcommittee
- 8 **Lion Henry Liang**
Assistant Honorary Treasurer
Appointment Date: 1 Nov 24
Chairperson, Fundraising Subcommittee
Member, Finance and Investment Subcommittee
- 9 **Lion Siow Oi Lin**
Director
Appointment Date: 1 Nov 24
Member, New Healthcare Subcommittee
- 10 **Lion Sally Ang**
Director
Appointment Date: 1 Nov 25
Member, Outreach and Befriending Subcommittee
- 11 **Lion Albert Chua**
Director
Appointment Date: 1 Nov 25
Member, Outreach and Befriending Subcommittee
- 12 **Lion Janice Huang**
Director
Appointment Date: 1 Nov 25
Member, Community Engagement & Partnership Subcommittee
- 13 **Lion Robin Koh, PBM**
Director
Appointment Date: 1 Nov 25
Chairperson, Technology in Healthcare Subcommittee
- 14 **Lion Teo Cheng Peow**
Co-opted Member
Appointment Date: 1 Nov 24
President, Ang Mo Kio AAC



15 Lion William Chua

Co-opted Member

Appointment Date: 1 Nov 24
President, Bendemeer AAC

16 Lion Teo Bee Bee

Co-opted Member

Appointment Date: 1 Nov 24
President, Clementi AAC

17 Lion Brenda Lee

Co-opted Member

Appointment Date: 1 Nov 24
President, Queenstown AAC

18 Lion Jenny Tan

Co-opted Member

Appointment Date: 1 Nov 24
President, Tampines AAC

19 PDG Victor Yip

Co-opted Member

Appointment Date: 1 Nov 24
Chairperson, Constitution and
By-Laws Subcommittee

20 Lion Steven Tan

Co-opted Member

Appointment Date: 1 Nov 24
Chairperson, Human Resources
Subcommittee

21 DG Chia Lai Soon

Ex-officio

District Governor

22 1st VDG Lawrence Sew

Ex-officio

1st Vice District Governor

23 2nd VDG Tay Jia Ming

Ex-officio

2nd Vice District Governor

24 Lion Maureen Lee

Co-opted Member

Appointment Date: 1 Nov 24
Chairperson, Audit & Risk
Management Subcommittee

25 PDG Yeo Siew Yam

Co-opted Member

Appointment Date: 1 Nov 25
Chairperson, Training,
News, Media Relationship
Subcommittee

26 Lion Leong Boon Cheng

Co-opted Member

Appointment Date: 1 Nov 25
Member, Facilities Management,
Sustainability and Procurement
Subcommittee

27 Lion Seet Kok Heng

Co-opted Member

Appointment Date: 1 Nov 25
Member, Facilities Management,
Sustainability and Procurement
Subcommittee



ANG MO KIO ACTIVE AGEING CENTRE

MANAGEMENT COMMITTEES

Not in photo:

1 Lion Marina Hong
Assistant Honorary
Secretary

2 Lion Loh Yan Poh
Immediate Past President

3 Lion Teo Cheng Peow
President

4 Lion Alex Lim
Chairman

5 Lion Engi Chun Kiah
Honorary Treasurer

6 Lion Jackson Ong
Honorary Secretary

7 Lion Carmen Jansen
Director

8 Lion Tomoko Ikari
Alternate Director

9 Lion Tan Soh Keng, PBM
Alternate Director

10 Ms Rose Ng
Director

11 Lion Tan Su Yen
Alternate Director

12 Lion Sebens Lim
Director

Lion Edward Ma
1st Vice President

Mr Teo Kim Yong
2nd Vice President

Lion Zen Sim
Assistant Honorary
Treasurer

1st VDG Lawrence
Sew
Alternate Director

Lion Elon Neo
Director
*Resigned on 17
March 2026*

Lion Lawrence Lim
Director

Lion Shirley Ow
Director

Lion Alex Song
Alternate Director

Lion Benjamin Tan
Alternate Director

Lion Michael Soh
Alternate Director

Lion Goh Boo Han, PBM
2nd Vice Chairman
Chairperson, Outreach &
Befriending Subcommittee



BENDEMEER ACTIVE AGEING CENTRE

MANAGEMENT COMMITTEES

1 Lion Chong Hai Choon
Assistant Honorary
Treasurer

2 Lion Goh Boo Han, PBM
2nd Vice Chairman,
Chairperson, Outreach &
Befriending Subcommittee

3 Lion William Chua
President

4 Lion Chris Chan Kheng
Pong
1st Vice President

5 Mr Wee Pang Kiat, JP BBM
2nd Vice President

6 Lion Chua Siew Bee
Alternate Director

7 Mr Ghunasakaran, PBM
Director

8 Lion Randy Lim
Director

9 Lion Lisa Ng Lay Gim
Alternate Director

Not in photo:

Lion Alex Lim
Chairman

Lion Jennifer Chew,
PBM
Honorary Secretary

Lion Albert Chua
Assistant Honorary
Secretary

Lion Charlie Chua
Honorary Treasurer

PDG Goh Eau Toh
Gareth, PBM
Director

Lion Heng Mong
Yong
Alternate Director

Lion Teresa Ng
Alternate Director

Lion Bob Lim
Alternate Director



CLEMENTI ACTIVE AGEING CENTRES

MANAGEMENT COMMITTEES

- | | |
|--|--|
| 1 Lion Nancy Lye
Honorary Secretary | 6 Mr Francis Goh
Grassroots |
| 2 Lion Goh Boo Han, PBM
2nd Vice Chairman,
Chairperson, Outreach &
Befriending Subcommittee | 7 Lion James Ko
Director |
| 3 Lion Richard Khoo
1st Vice President | 8 Lion Steffi Caroline
Director |
| 4 Ms Tan Lee Jee, BBM
2nd Vice President | 9 Lion Lily Tan
Assistant Honorary
Treasurer |
| 5 Lion Helena Lin Yong Mui
Honorary Treasurer | 10 Lion Tan Seng Woan
Director |
| | 11 Mr Low Kok Suan, PBM
Co-Opt Member |

Not in photo:

- | | |
|--|---|
| Lion Alex Lim
Chairman | Lion Vijendran s/o
Vijiaratnam
Alternate Member |
| Lion Teo Bee Bee
President | Lion Ho Yu Xian
Assistant Honorary
Secretary |
| Lion Joseph Low
Immediate Past
President | Lion Khloe Vu Thi
Thu Hong
Alternate Member |
| Lion Wilson Chia
Director | Lion Jimmy Ang
Alternate Member |
| Lion Cai Cheng Fei
Director | Lion Moral Gan Ah
Huat
Alternate Member |
| Lion Helen Cheong
Alternate Member | Ms Patricia Lau
Co-Opt Member |
| Lion Maggie Shen
Alternate Member | |



QUEENSTOWN ACTIVE AGEING CENTRES

MANAGEMENT COMMITTEES

1 Lion Robin Koh, PBM
Honorary Treasurer

2 Lion Sally Ang
Immediate Past President

3 Lion Goh Boo Han, PBM
2nd Vice Chairman,
Chairperson, Outreach &
Befriending Subcommittee

4 Lion Alex Lim
Chairman

5 Lion Brenda Lee
President

6 Mr Khew Nee Khweh, PBM
2nd Vice President

7 Lion Winnie Lee
Honorary Secretary

8 Lion Zhu Wei
Alternate Director

9 Lion Joseph Lui
Director

10 Ms Celin Ong
Director

11 Lion Magdeleine Kwan
Alternate Director

12 Lion Ang Bee Bee
Director

13 Lion Madeline Lai
Assistant Honorary
Secretary

14 Lion Mak Yew Wing
Assistant Honorary
Treasurer

15 Ms Anne Lee
Director

16 Lion Nicholas Choy
Alternate Director

17 Lion Francis Woo
Director

18 Lion Raymond Seah
Alternate Director

Not in photo:

Lion Amy Yu
1st Vice President

Lion Lee Hui Jeng
Alternate Director

Ms Ng Pat Jiuen
Director



TAMPINES ACTIVE AGEING CENTRES

MANAGEMENT COMMITTEES

Not in photo:

- | | | | |
|--|---|---|--|
| 1 Mr Ang Chin Leng, PBM
2nd Vice President | 8 Lion Tay Jia Ming
Alternate Director | Lion Bernard Hon
Director | Lion Raymond Wee, PBM
Alternate Director |
| 2 Lion Steven Yeo, PBM
1st Vice President | 9 Lion Bryan Koh
Assistant Honorary
Treasurer | Lion Amber Sim
Director | Lion Michelle Li
Alternate Director |
| 3 Lion Jenny Tan
President | 10 Lion Henry Liang
Alternate Director | Lion Josaphin Toh
Director | Lion Alyssa Choo
Alternate Director |
| 4 Lion Alex Lim
Chairman | 11 Lion Tomy Ng
Director | Lion Amanda Lim
Director | Lion Max Loh
Alternate Director |
| 5 Lion Jonathan Tan
Honorary Secretary | 12 Lion Roland Lim
Honorary Treasurer | Ms Yeow Yar
Hwei Fiann
Alternate Director | Lion Goh Boo Han, PBM
2nd Vice Chairman
Chairperson, Outreach
& Befriending
Subcommittee |
| 6 Lion Steven Tan
Assistant Honorary
Secretary | 13 Lion Violet Lee
Director | | |
| 7 Lion Joanna Soh
Director | | | |

170**Number of staff in total by the end of
Financial Year ending 31 March 2026****Chairman**
Lion Alex Lim**Executive Director**
Karen Wee Siew Lin**Senior Executive**
Gina Caranguian**Departments****Integrated
Community Care
Provider (ICCP)**

- Active Ageing Centres (AAC)
- Community Well-Being & Support Services (CW2S)
- Gym Tonic
- Enhanced Home Personal Care (HPC+)
- Community Case Management Service (CCMS)
- Counselling
- Communities of Care (COC)

**Capabilities
Development**

- Volunteer Management
- Training
- Research

**Core
Services**

- Corporate Support & Secretariat
- Finance
- Information Technology
- Facilities Management
- Human Resources

**Partnerships &
Communications**

- Branding & Strategic Communications
- Community Engagement & Partnerships

**Projects &
Innovations**

- TechCare & Innovation

30 YEARS • 170 PEOPLE • ONE PURPOSE •

Thirty years. One purpose that has never wavered: caring for our seniors, together. Behind every programme, every smile, and every home visit stands a team of 170 people who show up, year after year. This is who they are.





(I) ALL IPCS

(II) LARGE NON-IPC CHARITIES

WITH GROSS ANNUAL RECEIPTS OR TOTAL EXPENDITURE (WHICHEVER IS HIGHER) OF \$10 MILLION OR MORE

Call for action	Code ID	Response	Explanation
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 Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3 Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate, and report the outcome and impact of its activities.	1.3	Yes	
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	
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	
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	
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	
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	
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 re-appointment, at least once every three years.	2.5	Yes	
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 re-appointment 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	
11 Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12 Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	

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.	2.9a	
13	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).	2.9b 2.9c	Yes
	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.		

For Treasurer (or equivalent position) only:

14	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.	2.9d	Yes
	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 2.9b.		

Principle 3: The charity acts responsible, 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
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
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
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

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
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
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
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

Set internal policies for the charity on the following areas and regularly review them:

25	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
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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
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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
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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
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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
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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
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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
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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
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33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
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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. b. 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
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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
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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
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37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
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38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes
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Personal Data Protection Act Policy

Lions Befrienders Service Association (Singapore) ("LB") views our responsibilities seriously and is committed to protecting the privacy of our employees, stakeholders, and clients. The information we collect is strictly for operations and not used for any other purpose.

Data Protection

LB is committed to protecting the personal information of our employees, stakeholders, and clients. We collect information that is only necessary for work, such as running of our services, managing staff, and supporting our programmes. We are clear about what we collect and why. We do not use or share this information for other purposes without proper consent or unless required by law. We keep personal data accurate, limit access only to those who need it, and delete or stop using it when it is no longer needed.

Cyber Security Policy

LB takes cyber security seriously and we work to protect its systems and websites from unauthorised access, loss, or misuse. We apply reasonable security measures, including secure access controls, regular reviews, and good practices for managing online services and information. This helps to ensure that personal and operational data remain protected and that our services continue to operate safely and reliably.

Conflict of Interest Policy

LB has put in place its Conflict of Interest Policy to protect the Association's welfare. The policy will be read by new employees during onboarding, and committee members annually. They will acknowledge having read and understood the policy and will fully disclose any conflict(s) of interest to the Executive Director. In the event of a possible conflict of interest, the Management Board shall determine the nature of the situation, and whether the final decision is fair, just, and reasonable to LB. The action(s) of the committee must be guided by the welfare of LB and the advancement of its purpose.

Whistle Blowing Policy

LB has implemented a Whistle Blowing Policy to provide a channel for employees and external parties to raise concerns in good faith whilst maintaining anonymity and confidentiality. LB prohibits discrimination, retaliation, or harassment of any kind against a whistle blower who submits a complaint or report. If a whistle blower believes that he or she is being subjected to harassment for having made a report, he or she should immediately report those facts to a superior. Reporting should be done promptly to facilitate investigation and the taking of appropriate action.

Reserves Policy

The Management Board must review LB's reserves regularly to ensure that it is able to cover 2 years' worth of operational expenses.

FY25 (APR'25 - OCT'25)

Sn	Designation	Board Member	Date of Appointment	Board Attendance	Board Attendance (%)	Remarks
1	Chairman Chairperson, New Healthcare Subcommittee	Lion Alex Lim	1 Nov 2024	4 out of 4	100%	
2	Immediate Past Chairman	PDG Anthony Tay, PPA BBM	1 Nov 2024	4 out of 4	100%	
3	1st Vice Chairman Chairperson, Strategic Planning Subcommittee	Lion Nancy Quek	1 Nov 2023	4 out of 4	100%	
4	2nd Vice Chairman Chairperson, Outreach & Befriending Subcommittee	Lion Goh Boon Han, PBM	1 Nov 2024	3 out of 4	75%	
5	Honorary Secretary Member, Fundraising Subcommittee	Lion Joseph Lui	1 Nov 2024	3 out of 4	75%	
6	Assistant Honorary Secretary Chairperson, Human Resources Subcommittee	Lion Jennifer Ong	1 Nov 2023	3 out of 4	75%	
7	Honorary Treasurer Chairperson, Finance and Investment Subcommittee	Lion Cliff Goh	1 Nov 2023	4 out of 4	100%	
8	Assistant Honorary Treasurer Chairperson, Fundraising Subcommittee Member, Finance and Investment Subcommittee	Lion Henry Liang	1 Nov 2024	3 out of 4	75%	
9	Ex-officio	Immediate Past District Governor Shirley Lee	1 July 2024	0 out of 1	0%	Term Ended on 31 June 2025
10	Ex-officio	District Governor Chia Lai Soon	1 July 2025	0 out of 4	0%	Appointed as DG on 1 July 2025
11	Ex-officio	1st Vice District Governor Lawrence Sew	1 July 2025	0 out of 4	0%	Appointed as 1VDG on 1 July 2025
12	Ex-officio	2nd Vice District Governor Tay Jia Ming	1 July 2025	1 out of 1	100%	Appointed as 2VDG on 1 July 2025
13	Director Chairperson, Technology in Healthcare Subcommittee	Lion Jeremy Lim	1 Nov 2024	2 out of 2	100%	Stepped down on 5 August 2025
14	Director Member, New Healthcare Subcommittee	Lion Siow Oi Lin	1 Nov 2024	3 out of 4	75%	
15	Director Chairperson, Community Outreach Subcommittee	Lion Tony Yap	1 Nov 2024	3 out of 4	75%	
16	Director Member, Facilities Management, Sustainability and Procurement Subcommittee	Lion Leong Boon Cheng	1 Nov 2023	2 out of 4	50%	
17	Director Chairperson, Facilities Management, Sustainability and Procurement Subcommittee	Lion Seet Kok Heng	1 Nov 2023	3 out of 4	75%	
18	Director Member, Community Outreach Subcommittee	Lion Irene Lee	1 Nov 2024	4 out of 4	100%	
19	President, Ang Mo Kio AAC	Lion Teo Cheng Peow	1 Nov 2024	3 out of 4	75%	
20	President, Bendemeer AAC	Lion William Chua	1 Nov 2024	2 out of 4	50%	
21	President, Clementi AAC	Lion Teo Bee Bee	1 Nov 2024	1 out of 4	25%	
22	President, Queenstown AAC	Lion Brenda Lee	1 Nov 2024	3 out of 4	75%	
23	President, Tampines AAC	Lion Jenny Tan	1 Nov 2024	1 out of 4	25%	
24	Chairperson, Appointments & Nominations Subcommittee	PDG Ho Sum Kwong	1 Nov 2024	1 out of 4	25%	Stepped down on 1 November 2025
25	Chairperson, Constitution and By-Laws Subcommittee	PDG Victor Yip	1 Nov 2024	1 out of 4	25%	
26	Chairperson, Volunteer Management and Training Subcommittee	Lion Steven Tan	1 Nov 2024	3 out of 4	75%	
27	Chairperson, Audit & Risk Management Subcommittee	Lion Maureen Lee	1 Nov 2024	3 out of 4	75%	

Date of Board Meetings

1. 20 November 2025
2. 15 January 2025
3. 19 March 2026

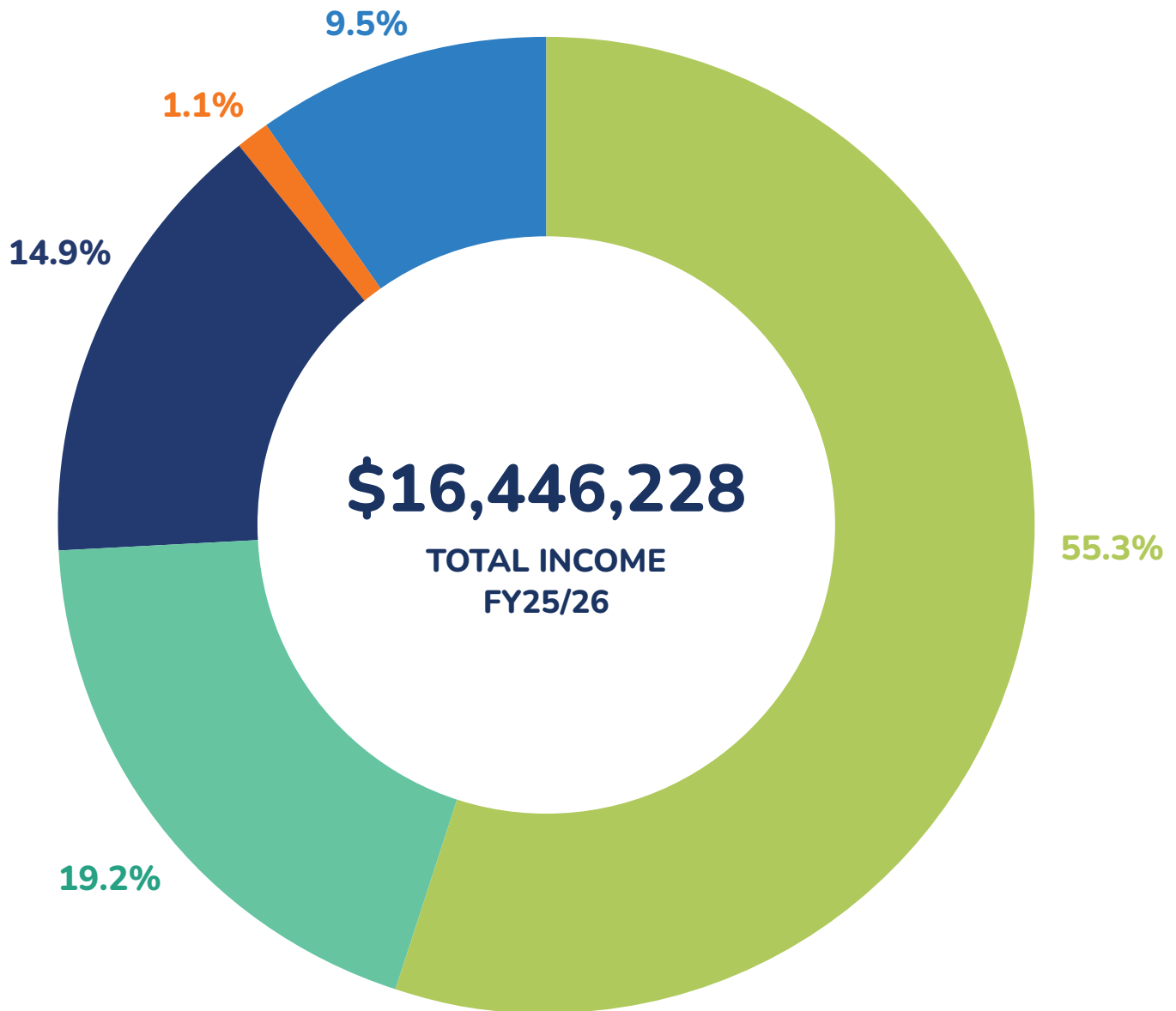
LIONS BEFRIENDERS ANNUAL REPORT

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FY26 (NOV'25 - MAR'26)

Sn	Designation	Board Member	Date of Appointment	Board Attendance	Board Attendance (%)	Remarks
1	Chairman Chairperson, New Healthcare Subcommittee	Lion Alex Lim	1 Nov 2024	3 out of 3	100%	
2	Immediate Past Chairman	PDG Anthony Tay, PPA BBM	1 Nov 2024	3 out of 3	100%	
3	1st Vice Chairman Chairperson, Strategic Planning Subcommittee Chairperson, Facilities Management, Sustainability and Procurement Subcommittee	Lion Nancy Quek	1 Nov 2025	3 out of 3	100%	
4	2nd Vice Chairman Chairperson, Outreach & Befriending Subcommittee	Lion Goh Boon Han, PBM	1 Nov 2024	3 out of 3	100%	
5	Honorary Secretary Chairperson, Appointments & Nominations Subcommittee Member, Fundraising Subcommittee	Lion Joseph Lui	1 Nov 2024	3 out of 3	100%	
6	Assistant Honorary Secretary Chairperson, Volunteer Management & Training Subcommittee Member, Human Resources Subcommittee	Lion Jennifer Ong	1 Nov 2025	3 out of 3	100%	
7	Honorary Treasurer Chairperson, Finance and Investment Subcommittee	Lion Cliff Goh	1 Nov 2025	3 out of 3	100%	
8	Assistant Honorary Treasurer Chairperson, Fundraising Subcommittee Member, Finance and Investment Subcommittee	Lion Henry Liang	1 Nov 2024	2 out of 3	67%	
9	Ex-officio	District Governor Chia Lai Soon	1 July 2025	0 out of 3	0%	Appointed as DG on 1 July 2025
10	Ex-officio	1st Vice District Governor Lawrence Sew	1 July 2025	1 out of 3	33%	Appointed as 1VDG on 1 July 2025
11	Ex-officio	2nd Vice District Governor Tay Jia Ming	1 July 2025	3 out of 3	100%	Appointed as 2VDG on 1 July 2025
12	Director Member, New Healthcare Subcommittee	Lion Siow Oi Lin	1 Nov 2024	3 out of 3	100%	
13	Director Chairperson, Community Outreach Subcommittee	Lion Tony Yap	1 Nov 2024	0 out of 3	0%	Stepped down on 1 January 2026
14	Director Member, Outreach and Befriending Subcommittee	Lion Sally Ang	1 Nov 2025	2 out of 3	67%	
15	Director Member, Outreach and Befriending Subcommittee	Lion Albert Chua	1 Nov 2025	2 out of 3	67%	
16	Director Member, Member, Community Engagement & Partnership Subcommittee	Lion Janice Huang	1 Nov 2025	2 out of 3	67%	
17	Director Chairperson, Technology in Healthcare Subcommittee	Lion Robin Koh PBM	1 Nov 2025	2 out of 3	67%	
18	President, Ang Mo Kio AAC	Lion Teo Cheng Peow	1 Nov 2024	2 out of 3	67%	
19	President, Bendemeer AAC	Lion William Chua	1 Nov 2024	1 out of 3	33%	
20	President, Clementi AAC	Lion Teo Bee Bee	1 Nov 2024	0 out of 3	0%	
21	President, Queenstown AAC	Lion Brenda Lee	1 Nov 2024	2 out of 3	67%	
22	President, Tampines AAC	Lion Jenny Tan	1 Nov 2024	1 out of 3	33%	
23	Chairperson, Constitution and By-Laws Subcommittee	PDG Victor Yip	1 Nov 2024	3 out of 3	100%	
24	Chairperson, Human Resources Subcommittee	Lion Steven Tan	1 Nov 2024	3 out of 3	100%	
25	Chairperson, Audit & Risk Management Subcommittee	Lion Maureen Lee	1 Nov 2024	3 out of 3	100%	
26	Chairperson, Training, News, Media Relationship Subcommittee	PDG Yeo Siew Yam	1 Nov 2025	3 out of 3	100%	
27	Member, Facilities Management, Sustainability and Procurement Subcommittee	Lion Leong Boon Cheng	1 Nov 2025	1 out of 3	33%	
28	Member, Facilities Management, Sustainability and Procurement Subcommittee	Lion Seet Kok Heng	1 Nov 2025	1 out of 3	33%	

SOURCES OF INCOME



Other Income

\$1,555,209

9.5%

Activities Income

\$189,110

1.1%

Government Subvention

MOH

\$9,090,697

55.3%

Other Grants

CST & Tote Board

\$3,160,881

19.2%

Donations & Fundraising

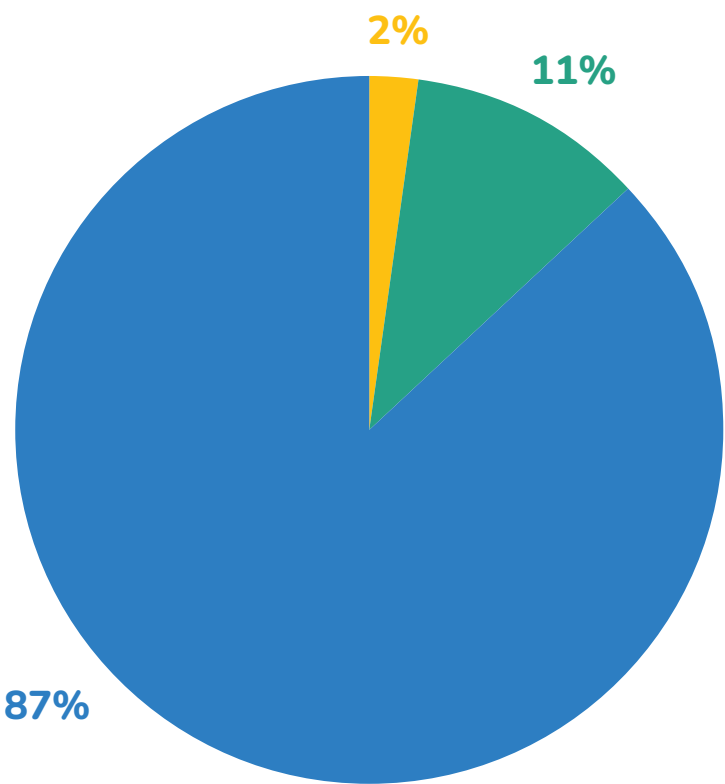
\$2,450,331

14.9%

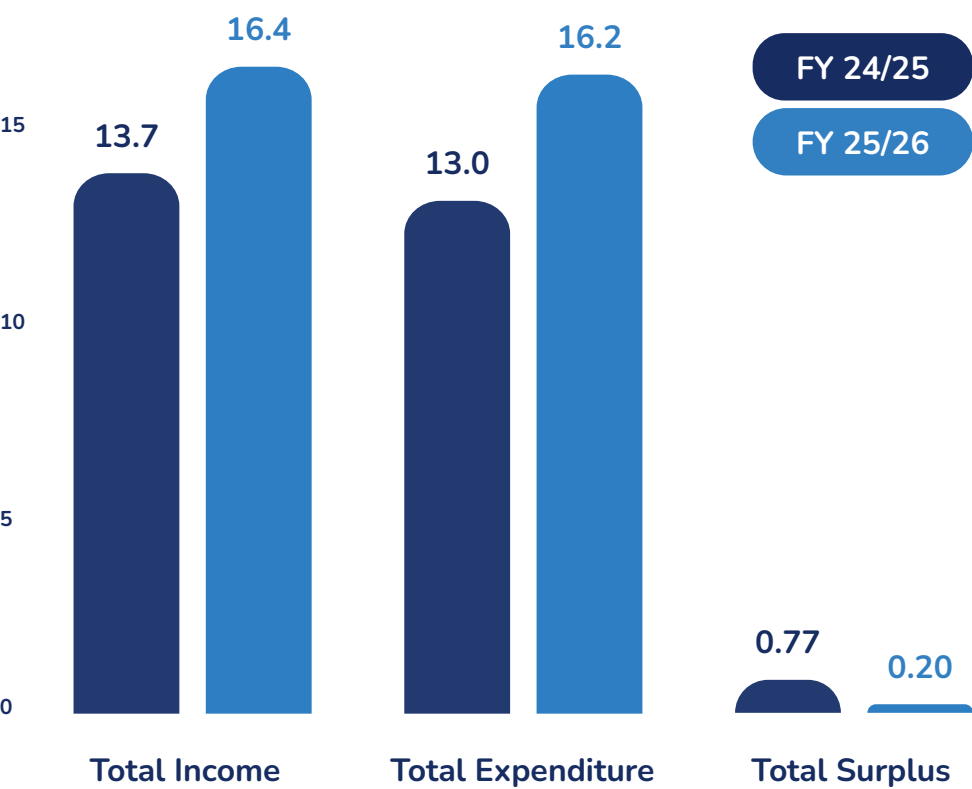
BREAKDOWN OF CHARITY DOLLAR

In addition to government subvention and grants, LB relies on donations and funds raised as a major source of income. Out of every dollar LB spent in FY2025/2026, about 87 cents went directly to fund the programmes and activities that benefit our seniors.

- Fundraising Expenses
- Operation
- Charitable Activities



INCOME & EXPENDITURE (\$M)



Please Scan the QR code to view the detailed Financial Statements (FY2025/2026)



LIONS BEFRIENDERS SERVICE ASSOCIATION (SINGAPORE)

Blk 130 Bukit Merah View, #01-358, Singapore 150130

Tel: 1800 375 8600 **Fax:** 6273 1500

lionsbefrienders.org.sg
 contact@lb.org.sg
 @lionsbefrienders
 @lionsbefrienders
 @lionsbefrienders
 www.linkedin.com/company/lions-befrienders-singapore

Integrated Community Care Provider

Active Ageing Centres (AACs)

LB AAC @ Ang Mo Kio 318

Blk 318 Ang Mo Kio Avenue 1
#01-1453, S(560318)

LB AAC @ Bendemeer 32

Blk 32 Bendemeer Road
#01-799, S(330032)

LB AAC @ Clementi 344

Blk 344 Clementi Avenue 5
#01-132, S(120344)

LB AAC @ Clementi 366

Blk 366 Clementi Avenue 2
#01-527, S(120366)

LB AAC @ Clementi 420A

Blk 420A Clementi Avenue 1
#02-03, S(121420)

LB AAC @ Ghim Moh 18

Blk 18 Ghim Moh Road
#01-115, S(270018)

Life Unlimited @ 170*

170 Stirling Road
#01-1121, S(140170)

*Opened in June 2026

LB AAC @ Mei Ling 150

Blk 150 Mei Ling Street
#01-53, S(141150)

LB AAC @ Tampines 434

Blk 434 Tampines Street 43
#01-77, S(520434)

LB AAC @ Tampines 494E

Blk 494E Tampines Street 43
#01-544, S(525494)

LB AAC @ Tampines 499C

Blk 499C Tampines Avenue 9
#01-256, S(523499)

Communities of Care (COC)

LB COC @ Queenstown

Blk 151 Mei Ling Street,
#01-101, S(140151)

Strength Training Centres

Gym Tonic at LB AAC @ Mei Ling 150

Blk 150 Mei Ling Street,
#01-59, S(141150)

Community Gym Centre @ Ghim Moh

Blk 18 Ghim Moh Road
#01-115, S(270018)

Enhanced Home Personal Care (HPC+)

LB HPC+ @ Queenstown

Blk 151 Mei Ling Street
#01-01, S(140151)

LB HPC+ @ Changi / Tampines

Blk 494E Tampines Street 43
#01-544, S(525494)

Community Case Management Service Offices (CCMS)

LB CCMS @ Bukit Timah / Clementi / Queenstown

Blk 426 Clementi Avenue 3
#01-486, S(120426)

LB CCMS @ Changi / Tampines

Blk 494E Tampines Street 43
#01-544, S(525494)

Office of People, Innovation & Organisational Excellence

Blk 130 Bukit Merah View
#01-350, S(150130)

Lions Befrienders Training Centre

LB Training Centre @ Queenstown

Blk 163 Stirling Road
#01-1220, S(140163)

A programme of
District 309 Singapore



A member of:



Supported by:

