



FY2025/26 ANNUAL REPORT

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About SAVH

The Singapore Association of the Visually Handicapped (SAVH), formerly known as the Singapore Association for the Blind, is the Social Service Agency (SSA) for the visually impaired in Singapore. Founded in 1951, SAVH aims to help the visually impaired to acquire new skills and gain self-reliance to integrate into society.

SAVH is a member of the National Council of Social Service (NCSS), registered with the Registrar of Societies (ROS) (172/1951WEL) and Commissioner of Charities (COC) (0059) with a Unique Entity Number for Societies (UEN) S61SS0119J, and is an approved Institutions of a Public Character valid till 31 December 2026. SAVH has a constitution as its governing instrument. Its banker and auditor are DBS Bank and UHY Lee Seng Chan & Co. respectively. Ms Valarie Chong Jagger and Ms Monisha Shirish Kamdar are our legal advisors. SAVH is registered at 47 Toa Payoh Rise, Singapore 298104.

Our Vision, Mission & Objectives

SAVH SINGAPORE ASSOCIATION OF THE VISUALLY HANDICAPPED

VISION
To promote the needs, interests and aspirations of the visually handicapped.

MISSION
To help the visually handicapped help themselves.

OBJECTIVES

- TO SERVE** as an association for the visually handicapped, and to promote the welfare of the visually handicapped in Singapore.
- TO PROMOTE** the welfare of the visually handicapped in the Republic of Singapore.
- TO FACILITATE** and encourage greater participation of the visually handicapped in the administration of their affairs, activities and in the Association's management.
- TO WORK** towards the abolition of architectural, attitudinal, social, cultural, educational, employment and other barriers that prevent the total integration and equal treatment of the visually handicapped in the community.
- TO ENCOURAGE** eye care safety and research in the prevention and cure of blindness and related diseases.
- TO DO** all such other things as are conducive to attaining the above objectives including appeals for funds to help the visually handicapped.

President's Message



John See Toh
President

It is with great pride and optimism that I present this year's report. Building on the strong foundations, operational upgrades, and service innovations so clearly outlined by our Executive Director, SAVH has entered an exciting new chapter of growth and expanded reach.

A major highlight of our transformation journey is our intention to seek members' endorsement in November for SAVH's conversion to a Company Limited by Guarantee (CLG), while retaining majority representation of persons with visual impairments on the Executive Committee and within the membership. This strategic move will significantly strengthen our organisational structure by enhancing governance, transparency, and accountability. It will also provide members with important limited liability protection while positioning SAVH as a more professional, resilient, and credible organisation.

The CLG structure will open doors to more sustainable funding opportunities, stronger regulatory alignment, and greater confidence among donors, partners, and stakeholders, allowing us to pursue bold initiatives on a solid corporate foundation. Over the past year, we have renewed and strengthened our strategic partnerships with key organisations that share our commitment to the visually impaired community, including Lighthouse School, the Ministry of Education, iC2 PrepHouse, Guide Dogs Singapore, Singapore National Eye Centre, Sport Singapore, and SG Enable. These collaborations have created powerful synergies, enabling us to work together more effectively and sustainably to deliver seamless and impactful support.

I am confident that SAVH is uniquely positioned to serve as the central one-stop hub for persons with visual impairments in Singapore. By bringing together training, employment pathways, holistic well-being programmes, and community resources under one coordinated umbrella, we can ensure that no one is left to navigate the journey alone.

To realise this vision, one of our top priorities is employment support for persons with visual impairments. While this remains a challenging endeavour, SAVH is exceptionally well positioned to lead the way. With our revitalised services, the newly established SAVH Academy, enhanced governance through the CLG structure, and strong external partnerships, we are better equipped than ever to create meaningful and sustainable employment opportunities, while fostering greater independence for our clients.

As we look ahead to celebrating SAVH's 75th Anniversary in 2026, I am filled with confidence and excitement. Together with our dedicated team, partners, volunteers, donors, and the community we serve, we will continue building a stronger, more relevant, and more impactful SAVH—one that truly empowers every person with visual impairment to live with dignity, purpose, and opportunity.

Thank you for your continued trust, support, and belief in our mission.



Executive Director's Message

**Strengthening Our Foundations:
A Year of Strategic Transformation**

Samuel Choo
Executive Director
Appointment Date: 1 Oct 2025



The past year has marked a significant phase of internal renewal and forward planning for the Singapore Association of the Visually Handicapped (SAVH). Against an evolving social and regulatory landscape, we have remained firmly focused on strengthening our organisational foundations and ensuring that our services continue to meet the needs of our community with relevance, professionalism, and impact.

Central to this effort has been our commitment to modernisation and operational excellence. As part of our ongoing digital transformation journey, we are planning to upgrade our core systems, including our Finance, Human Resource Management, and Inventory Management platforms. These enhancements are intended to strengthen data integrity, improve audit and reporting capabilities, and enable greater operational efficiency across the organization. In parallel, we have introduced an integrated outreach approach to better connect with our clients, members, donors, and volunteers, supported by the launch of a comprehensive newsletter to foster stronger engagement.

We have also taken deliberate steps to review and redesign our services to better empower those we serve. The development of the SAVH Academy

represents a key milestone in providing structured, high-quality training for both clients and external stakeholders

Through strategic partnerships, we are building clearer employability pathways to support clients in achieving greater independence and workforce readiness. At the same time, the revitalization of the White Cane Club reflects our commitment to holistic well-being, with programmes that support cognitive, physical, social, and lifelong learning needs.

Recognizing the importance of strong governance in a complex operating environment, we have enhanced our internal controls and oversight mechanisms. Ongoing audits and stakeholder collaborations have enabled us to refine our governance practices and ensure alignment with regulatory expectations. We have also undertaken a thorough review of our funding streams to optimize resource allocation and maximize the impact of every dollar entrusted to us.

As we look ahead to 2026 and celebrate SAVH's 75th Anniversary, we do so with a renewed sense of purpose. This milestone is not only a moment to reflect on our legacy, but also an opportunity to shape our future. Our focus will remain on strengthening sustainability, advancing service innovation, and deepening our commitment to empowering persons with visual impairment.

Together, we are laying the groundwork for the next chapter of SAVH's journey—one defined by resilience, excellence, and meaningful impact for generations to come.



72nd Executive Committee



Lionel Lim Jun Jie*
Vice President (1)

Appointment Date: 30 Aug 2025



John See Toh Soon Mun
President

Appointment Date: 30 Aug 2025



William Koo
Vice President (2)

Appointment Date: 30 Aug 2025



Goh Jun Han
Honorary Treasurer

Appointment Date: 25 Sep 2025



Chia Choon Guan*
Honorary Secretary

Appointment Date: 30 Aug 2025



Michael Tan See Hai
Exco Member

Appointment Date: 5 Sep 2024



Low Soh Khuan*
Exco Member

Appointment Date: 30 Aug 2025



Freddy Liew Chian Fatt
Co-opted Exco
Appointment Date: 25 Sep 2025



Rajkumar s/o Muthukumar*
Exco Member

Appointment Date: 30 Aug 2025



Sharifa Rehman Nafisa
Co-opted Exco
Appointment Date: 25 Sep 2025



Loh XinWan*
Co-opted Exco
Appointment Date: 27 Mar 2026



Tham Woon Choong*
Co-opted Exco
Appointment Date: 27 Mar 2026

Mr Mansor Ali* resigned on 21 Sep 2025.
Mr Lim Kwang Keat resigned on 1 Oct 2025
Ms Melissa Yeo* resigned on 22 Jan 2026.
*Denotes visually handicapped.

Organisation Chart

Executive Committee

Audit & Risk
Sub-Committee

Client Services
Sub-Committee

Engagement &
Fund-Raising
Sub-Committee

Environmental, Social &
Governance (ESG)
Sub-Committee

Finance &
Investment
Sub-Committee

Human Resources
Sub-Committee

Nomination
Sub-Committee

Social Enterprise
Sub-Committee

Executive Director

Rehabilitation
Programmes

Orientation &
Mobility
Department

Digital Skills
Programme

Braille Production
Centre

Advocacy
Department

Client Services

Social Work
Department

Library Services

Low Vision Clinic

Assistive Devices
Centre

Centre Manager

Day Care Centre

White Cane Club

Social Enterprise

Mobile Massage
Team

Touch Art

Dining-in-the-
Dark

Corporate Services

Corporate
Governance
Services & IT

Human Resources

Finance

Engagement &
Fund-Raising

Operations
Support
& Security

Orientation and Mobility Dept (OMD)

The OMD supports persons with visual impairment in developing the skills needed to move safely, confidently, and independently within their environments.

During the year, the department trained **165 clients over 960 hours** in basic cane skills, route navigation, and activities of daily living (ADLs), such as cooking and money sorting. The department also delivered 18 in-depth experiential talks and workshops to organisations and schools, raising awareness of visual impairment and promoting inclusive practices.



"The Orientation and Mobility training under the Singapore Association of the Visually Handicapped (SAVH) has been very helpful for me. I was already quite familiar with Google Maps, but I didn't know how to identify the exact bus stop at which to alight at. The O&M training helped solve this problem by teaching me how to use the map effectively for that purpose. I was also able to identify key landmarks, making it easier to navigate my routes."

— A, aged 35

"We thank the O&M specialist of SAVH for working closely with the teachers at Lighthouse School to help our son orient himself around the school compound, as well as for advising the teachers on safe mobility techniques. His orientation and mobility has improved significantly in just four months."

– Mother of client who is aged 7



The department continued to work with schools, the Building and Construction Authority (BCA), the Land Transport Authority (LTA), and private agencies to promote accessibility features in the built environment, including providing input on wayfinding, tactile guidance, and barrier-free design to support safer navigation for persons with visual impairment.

2025 Vision Rehabilitation Conference

A key highlight for the department was the successful conceptualisation and delivery of Singapore's first Vision Rehabilitation Conference. The event brought together professionals from 30 organisations across four countries, fostering cross-border collaboration and knowledge exchange. As a first-of-its-kind platform locally, discussions focused on addressing gaps and challenges in services for persons with visual impairment in Singapore. The conference also created opportunities for clients to engage directly with key stakeholders, including healthcare professionals and employers, allowing their perspectives to inform service delivery. In addition, the initiative raised \$500,000 to support rehabilitation services for persons with visual impairment.



Self-Defence Class with Evolve MMA

OMD conducted a women-only self-defence talk for 12 visually impaired participants, supported by 12 volunteers, in collaboration with three Evolve MMA instructors.



The session covered personal safety, including identifying risk factors, recognising sensory cues, and applying preventive strategies such as confident navigation, boundary setting, and seeking support.

Participants were introduced to de-escalation techniques and practised basic self-defence skills focused on disengagement and safe exits across common scenarios. The session concluded with guidance on post-incident actions. Feedback indicated a 43% increase in participants' self-reported confidence, with strong interest in follow-up training.



Partnerships with Institutions

From 2024 to 2026, the OMD partnered with the Singapore University of Technology and Design (SUTD) on STEAMUnity, a community programme co-organised with the Science Centre Singapore (SCS) that engages students in addressing real-world needs through STEAM, design, and AI. In February 2026, SAVH was awarded the Distinguished Community Partner Award in recognition of its sustained contributions and impact across multiple programme runs.



OMD also collaborated with Singapore Management University (SMU) on the Engage.Me project, led by Principal Lecturer of Statistics Rosie Ching. The project examined the lived realities of persons with visual impairment and generated key insights into barriers to employment within the disability community. Its findings gained significant regional attention, with coverage in 266 news articles across the Asia-Pacific region.





Digital Skills Programme

In today's world, digital skills are essential for independence. For people with visual impairment, everyday tasks such as making a call, sending a message, navigating apps or using a computer for work can become significant challenges without the right training and support.

SAVH's Digital Skills Programme (DSP) helps bridge this gap by equipping visually impaired individuals with practical technology skills for greater independence and confidence. Through structured training, clients learn to use smartphones and computers with accessibility features such as screen readers, magnification tools and voice commands.

In addition to one-to-one support, the DSP team conducts regular group classes focused on specific apps and digital tools, guiding clients step by step to fully utilise accessibility features and engage more confidently in an increasingly digital society.



In 2025, DSP served 116 unique clients and conducted 21 group training classes on various apps. Our trainers systematically taught clients how to use travel applications such as Grab and Moovit to support independent travel, social media platforms like Instagram and Facebook to help them stay socially connected, assistive applications such as Be My Eyes and Seeing AI to support daily living needs, as well as communication tools like WhatsApp to enhance everyday communication.



Digital Skills Programme

DSP's Clients

"I would like to extend my heartfelt thanks to my trainer, Mr Hafiz, for being such a dedicated and patient teacher. His guidance and support were of immense value throughout the training journey. Besides iPhone VoiceOver training, I also learnt how to use WhatsApp web, browse websites, Microsoft Word and Excel using NVDA screen reader for desktop. These skills have become an integral part of my daily life and will definitely help in my future studies and career ventures.

Mr Hafiz was very accommodating of follow-up questions and always ready to lend a helping hand whenever I was in doubt. His sessions were highly engaging, and he simplified technical concepts by relating them to daily life examples, which made it much easier to understand and pick up the required skills.

Beyond the technical aspects of the IT training, Mr Hafiz's insights have given me valuable perspectives. I have learned to remain undeterred by obstacles and to recognise and embrace opportunities that arise instead." – Client K.

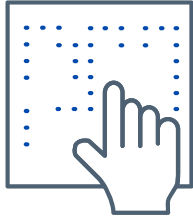
"Thank you for your timely reminders and follow ups. I am thankful that Jamie has been very helpful and kind." – Client R.



"I always get frightened when I see computers and QR codes. I would make sure to run away from them! But then I had to learn how to use a computer for advanced study so I decided to register with SAVH's DSP. When I went to the IT training centre, I was petrified seeing so many computers and other devices!

After meeting Ms Valerie Lim, a gentle, soft-spoken yet very confident teacher, I attended many classes and learned many skills. She taught me how to increase the font size and various other skills on my phone and laptop. I started to learn typing on my own at home.

I am very grateful for what I have learned from teacher Valerie. I am not perfect, but I am much better than I used to be. I am also very grateful to SAVH for giving me the opportunity to develop IT skills in today's modern times despite my low vision." – Client H.



Braille Production Centre (BPC)



The Braille Production Centre (BPC) plays a vital role in promoting accessibility and inclusivity by converting print-based materials into Braille for any person with visual impairment. They valuable consultation services to agencies and government ministries seeking to make information and communication more accessible to the visually challenged community.



Making **Singapore** Accessible through Braille

A significant portion of BPC's workload involves the production of Braille materials in subjects such as Mathematics, Science, and the Humanities for students of Ahmad Ibrahim Secondary School.

In 2025, BPC received a total of 309 requests from SAVH clients, blind students in mainstream schools, as well as external agencies. These projects resulted in the production of 23,341 sheets of Braille text and tactile diagrams, in addition to Braille name cards for agencies and commercial establishments.

The Unit generated an estimated income of S\$22,710 during the year under review, while partial funding for operating costs was provided by the National Council of Social Service.

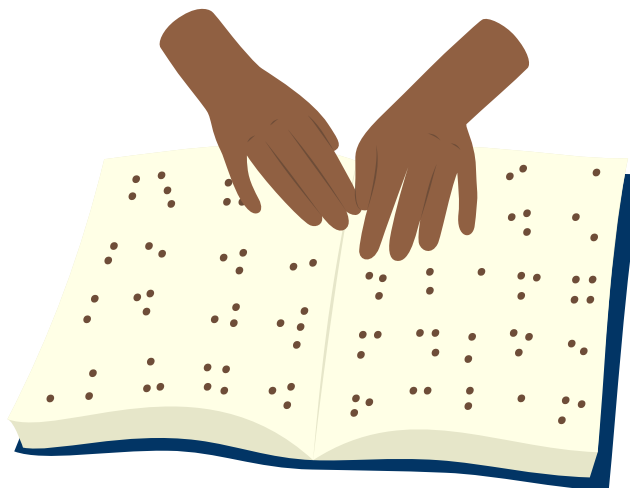
Braille as a Core Literacy Skills

This year, a total of 70 learners benefited from the Grade 1 Braille course conducted by the Centre.

The Grade 1 Braille course continues to play an important role in supporting beginners and adult clients who are adjusting to visual impairment, empowering them with literacy skills and fostering greater inclusivity. Although the use of Braille has seen a gradual decline in recent years due to advancements in assistive technology and audio-based tools, Braille remains an essential medium for literacy, independence, and equal access to information. Proficiency in Braille not only strengthens reading and writing skills, but also supports educational development, employment opportunities, and everyday communication for persons with visual impairment.

BPC therefore remains committed to encouraging more learners to enrol in the Grade 1 Unified English Braille (UEB) course. Through these efforts, the Centre seeks to preserve the relevance of Braille in today's digital age while cultivating a culture of lifelong learning, accessibility, and empowerment for persons with visual impairment.

BPC also actively participated in numerous outreach initiatives, including programmes conducted at Catholic Junior College and Radin Mas Primary School, to raise public awareness and promote Braille literacy within the community.



Social Work

Department Overview

During FY2025, the Social Work Department (SWD) remained committed to empowering persons with visual impairment (VI) to lead independent, resilient, and meaningful lives. Through holistic case management, counselling, financial assistance, and community partnerships, SWD continued to support clients from the point of referral through their rehabilitation and social integration journey.



SWD worked closely with key healthcare institutions, including the Singapore National Eye Centre, public and private hospitals, and various Social Service Agencies (SSAs) to ensure that clients received timely intervention, coordinated care, and access to essential support services.

In FY2025, SWD received a total of 176 referrals and successfully registered 142 new clients. These referrals came from healthcare institutions, community partners, and individuals who self-referred while seeking support in adjusting to vision loss and its associated life challenges.

Through a person-centred and strengths-based approach, social workers journeyed alongside clients and their families to address psychosocial, financial, employment, and caregiving concerns while promoting independence and improved quality of life.

Services and Programmes

1. Case Management and Counselling

In FY2025, SWD provided case management and social work intervention services to 3,590 VI clients and their family members.

Social workers supported clients across various life stages and transitions, including:

- Adjustment to vision loss
- Employment disruptions
- Financial instability
- Social isolation
- Caregiving stress
- Deteriorating medical conditions

Through regular assessments, counselling sessions, care coordination, and referrals, social workers ensured that clients received holistic support tailored to their unique circumstances and goals.

A key focus of SWD's interventions was empowering clients to build resilience, strengthen coping strategies, and maximise their independence within the community. Social workers also collaborated closely with healthcare professionals, caregivers, rehabilitation teams, and community partners to ensure continuity of care and coordinated service delivery.

The department continued to adopt a strengths-based and client-centred approach, recognising the capabilities and aspirations of each individual while supporting them through challenging life transitions.



2. Employment-Related Services

Employment remains an important pathway towards independence, dignity, and social inclusion for persons with visual impairment. In FY2025, SAVH strengthened its employment support initiatives through collaborations with community and employment agencies.

SWD worked closely with:

- **SPD**
- **SG Enable**

to explore training opportunities, job placements, and employment support services for VI clients.

During the year, SG Enable launched a new inclusive job portal aimed at connecting persons with disabilities (PWDs) with inclusive employers and accessible employment opportunities.

SWD supported eligible clients in navigating these resources and exploring suitable employment pathways.



In addition, SAVH collaborated with a training and placement provider to implement the Workplace Readiness Skills Training (WRiST) programme. Fully funded by SG Enable and SAVH, the programme was designed to equip participants with practical workplace competencies and employability skills.

The WRiST programme consists of four modules covering. Participants successfully completed the first two modules during FY2025, with several securing employment opportunities or progressing towards active job placements.

Moving forward, SAVH aims to expand collaborations with additional employers, training providers, and community organisations to further strengthen employment support and create more inclusive opportunities for VI clients.

3. Financial Assistance

SWD continued to provide financial assessment, counselling, and assistance to low-income VI clients and their families facing financial hardship.

Social workers conducted comprehensive financial assessments by:

- Gathering household and income information
- Reviewing supporting documents
- Assessing immediate and long-term needs
- Identifying suitable financial support schemes

Based on each client's circumstances, social workers assisted with applications, referrals, and coordination of temporary financial assistance to address essential living needs such as:

- Daily expenses
- Utilities
- Medical-related costs
- Transportation
- Emergency support

Financial assistance was particularly important for clients experiencing sudden life transitions, including loss of employment, worsening medical conditions, or caregiving responsibilities.

In FY2025, SWD assisted a total of 174 clients and families through various forms of financial assistance and support schemes.

Beyond financial aid, social workers also provided emotional support and practical guidance to help families stabilise their circumstances and access longer-term community resources.

4. Tan Chay Bing Education Fund

The Tan Chay Bing Education Fund continued to play a significant role in supporting the educational aspirations of students with visual impairment and their families. For more than a decade, the foundation has been a valued donor and community partner, providing bursaries to students pursuing their academic goals despite financial challenges.

In FY2025, the Tan Chay Bing Foundation expanded its support to include children and siblings of VI clients, recognising that families living in the same household may also face financial and caregiving challenges that impact educational opportunities. The expanded initiative received an overwhelming response from beneficiaries and families.

During the financial year:

- 57 students received educational bursaries
- A total of \$100,600 was disbursed

The bursaries helped to alleviate financial stress associated with educational expenses, enabling students to focus on their studies and pursue their aspirations with greater confidence.

SWD remains deeply appreciative of the continued generosity and partnership of the Tan Chay Bing Foundation in supporting educational inclusion and opportunities for the VI community.

Community Partnerships and Collaborations

1. Partnership with Mount Alvernia Hospital (MAH)



Mount Alvernia Hospital continued to be a valued healthcare partner in supporting the well-being of SAVH clients.

Since 2022, SAVH and MAH have collaborated on various healthcare initiatives aimed at improving access to preventive healthcare and essential medical services for persons with visual impairment.

In FY2025, MAH provided:

- Free annual health screening services
- Complimentary flu vaccinations
- Bi-monthly dental services

Through this partnership:

- **70 clients** received free health screenings and flu vaccinations
- **More than 200 VI clients** benefited from free dental services

These initiatives significantly improved access to healthcare services that many low-income clients may otherwise have found difficult to afford.

The partnership also highlights the importance of community collaboration in promoting holistic health and well-being among persons with disabilities.

2. Food Ration Assistance

SWD recognises that access to basic necessities continues to be a critical concern for many low-income VI clients and their families.

For more than a decade, SWD has supported vulnerable households through food ration assistance programmes in collaboration with community partners.

The department continued its partnership with Food from the Heart to provide regular food ration deliveries to clients and families in need. This collaboration enabled SWD to ensure sustained support while extending assistance to a larger number of beneficiaries.

Currently, SWD supports more than 50 families through regular food ration distributions and doorstep deliveries.

In addition, SWD collaborated with the Heartwarmers group to provide festive food rations and monetary assistance during major festive occasions such as:

Chinese New Year

Hari Raya

In FY2025, more than 200 VI clients received festive assistance through these initiatives.

These community partnerships helped to ease financial pressures on vulnerable households while fostering a sense of care, inclusion, and social support within the community.

Client Story: Adrian's Journey of Resilience and Independence

At just 19 years old, Adrian has demonstrated remarkable resilience, determination, and maturity in overcoming the challenges associated with severe visual impairment.

Adrian lives with his parents in a modest three-room flat. Despite financial difficulties, the family remains closely bonded and supportive of one another. His mother works as a cleaner, earning approximately \$2,000 per month, while his father is currently unemployed following his battle with nasal and sinus cancer. Although his father remains in remission, he continues to attend yearly MRI follow-up appointments.

Adrian's father's journey through illness deeply influenced Adrian's outlook on life, instilling perseverance and determination in him during difficult times.

Adrian was diagnosed with glaucoma when he was in Primary 3. From a young age, he experienced the physical discomfort and emotional challenges associated with deteriorating vision. Over the years, he underwent 15 eye operations and continues to attend regular follow-up appointments at the Singapore National Eye Centre twice yearly.

Following a recent surgery to address complications caused by a blockage, Adrian was left with only 5% of his vision remaining. Despite these significant challenges, he remained determined to continue working and living independently.

After enrolling in SAVH services, Adrian actively participated in:

Basic Cane Techniques (BCT)

Orientation and Mobility (O&M) training

These programmes equipped him with the confidence and skills needed to travel independently using a white cane between his home and workplace.

For nearly three years, Adrian has been employed as a masseur at SAVH. Motivated by his father's encouragement, he pursued massage training as a meaningful and sustainable career pathway. Through dedication and discipline, Adrian continues to work independently and contribute financially to his household.

During a workplace visit, social workers observed Adrian consistently demonstrating teamwork and initiative by assisting colleagues with physically demanding tasks, including carrying heavy massage chairs for mobile massage services.

Despite his young age and severe visual impairment, Adrian continues to display adaptability, resilience, and a positive outlook on life. His journey reflects the transformative impact of timely intervention, family support, rehabilitation training, and meaningful employment opportunities.

Recently, while recovering in hospital following surgery, Adrian shared with his social worker that he and his colleague hoped to give back to SAVH in the future — a testament to his gratitude, compassion, and desire to support others facing similar challenges.

With continued support and opportunities, Adrian remains well-positioned to build a confident, independent, and fulfilling future.

Looking Ahead

In the coming financial year, SWD will continue strengthening its services and partnerships to better support persons with visual impairment and their families.

Key priorities include:

- Expanding employment and employability initiatives
- Strengthening community partnerships
- Enhancing financial and psychosocial support services
- Increasing outreach and early intervention efforts
- Promoting independence and social inclusion for VI clients

SWD remains committed to delivering holistic, client-centred services that empower persons with visual impairment to lead meaningful and dignified lives within the community.

Library Service Centre

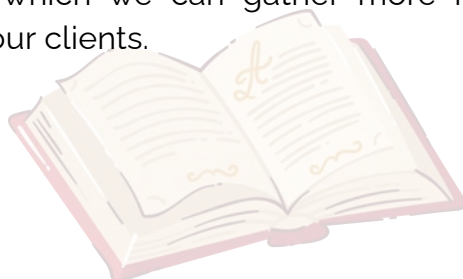
The Library Service Centre (LSC) was established in 1978 to meet the information needs of the blind and visually impaired who are registered as clients with the Singapore Association of the Visually Handicapped. There are a total of five hundred and thirty-three clients served and successful loans of more than 7,000.

This is made possible by our librarian, who is filled with as much passion for reading and acquiring knowledge as our clients, with the support of volunteers who have dedicated their time. Together, they continued the ongoing production of the Infomag (news articles from The Straits Times) and Chinese audio monthly magazines. These are produced through voice recordings and sent to the librarian via WhatsApp before being downloaded into clients' thumb drives and sent out by mail in a canvas postal bag.

As the majority of our clients are elderly or not used to using smartphones, it is challenging for them to access the news online. However, clients are encouraged to upgrade their skills, as digitalisation is inevitable. With CDs becoming a thing of the past, along with the players, audio recordings are now in MP3 format and stored in our cloud for safekeeping.

In collaboration with the National Library Board, twenty thousand audiobooks have been donated in CD format. With the help of volunteers, these are converted into MP3 format and stored in our cloud. The titles are then catalogued and sent to clients upon request. After reading through the catalogue, clients can either call or send an email to the librarian to let him/her know which books they would like to listen to and how they would like to access them. Most prefer the books to be stored in their personal thumb drives, which are sent in the canvas postal bag. For those who have a computer and can access Dropbox, the books are downloaded into a shared folder and sent via email.

Looking ahead, we aim to reach out to Mandarin-speaking clients who love listening to Chinese classics, as well as English-speaking clients who hope to improve their Mandarin. Through our collaboration with the National Library Board, we have a better channel through which we can gather more materials that will definitely broaden the horizons of our clients.





533

Clients served



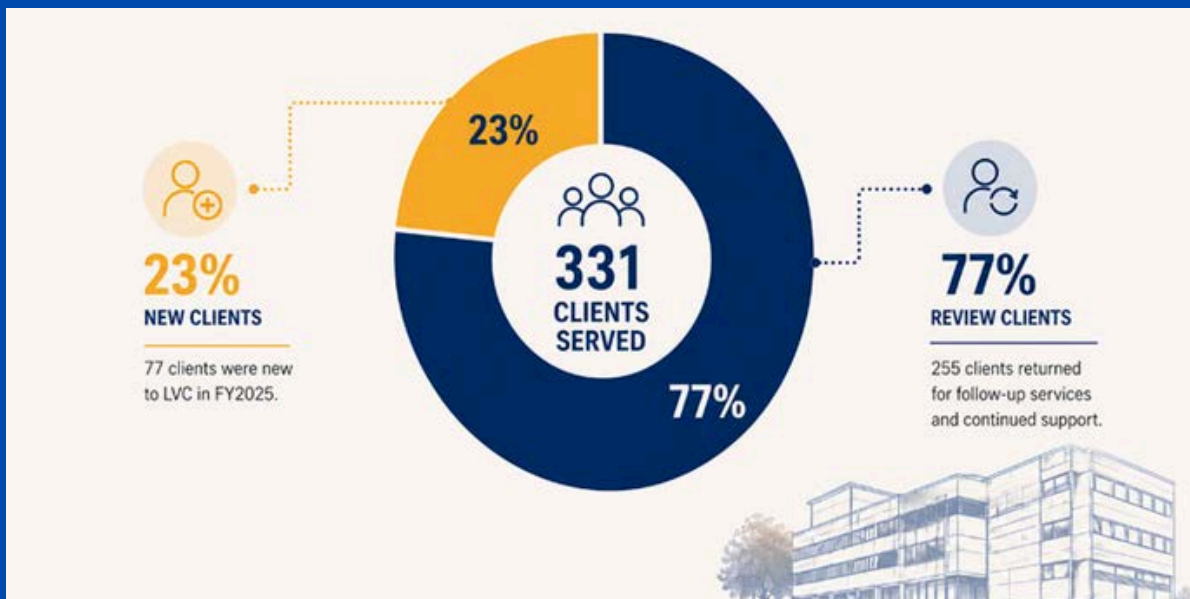
Besides audiobooks and the Infomag, clients who are proficient in reading Braille often request for Braille books to be mailed to them in a canvas postal bag or drop by to choose the books they wish to borrow. One such beneficiary is Mr Aw Fee Tet, who is in his seventies. His kind niece often drops by to browse the variety of books, as there are printed labels for sighted individuals to refer to. She is very familiar with what her uncle likes to read, so she chooses accordingly. There are others who also stop by to read before they head off for their appointments or simply to pass their time with a good book, such as Serene and her sister May, who occasionally drop by to read their favourite horror stories as well as biographies about people who used to live in kampongs. Kassim and Zamry, two good friends, drop by weekly with their portable MP3 players for the librarian to help them copy the week's news articles into the players. These are just some of the many beneficiaries whom the LSC has been privileged to serve over the years.

In time to come, we hope to start a book club since we are working closely with the National Library Board. This will be a good opportunity for our clients to network with one another and meet new friends. It will also be a good opportunity to step away from digital devices and have meaningful conversations instead of always being behind a screen.

The LSC has also organised Braille competitions over the years to encourage clients to participate. These may be expanded to include Braille reading or story writing competitions, which will definitely give clients the opportunity to put their creativity to good use.

Over the past two years, the LSC has been privileged to collaborate with the National Library Board on outreach programmes at different libraries to conduct storytelling sessions for young children. Through these activities, children gain a glimpse into how blind or visually impaired individuals read, understand how they perform daily tasks, and learn simple Braille. Such outreach initiatives help to raise awareness of the abilities of the blind and visually impaired.

Low Vision Clinic



Overview

In FY25/26, the Low Vision Clinic served a total of 331 clients. This included 76 new clients and 255 review clients, reflecting the clinic's continued role in supporting both new referrals and existing clients requiring ongoing low vision care.

The number of new clients decreased from 91 in FY24/25 to 76 in FY25/26, a difference of 15 clients. This may reflect regular year-to-year fluctuations in referral patterns. Review attendance remained stable, with 255 review clients in FY25/26 compared to 254 in FY24/25, reflecting continued efforts to encourage annual optometry reviews and maintain engagement with existing clients.

Overall, LVC maintained a steady level of service delivery in FY25/26. Moving forward, the clinic will continue to strengthen outreach, referral pathways, and client engagement to support both new referrals and ongoing low vision care.

Key Insights

Age Group Analysis

Below 20

The number of clients below 20 remained consistent at 12 clients in both FY24/25 and FY25/26. Research has shown that low vision among younger individuals is often associated with congenital, hereditary, or developmental eye conditions rather than age-related causes. LVC will continue to monitor trends in this age group, particularly any notable increase in congenital or early-onset conditions, to determine whether further review, outreach, or service planning may be required.

20–40

Clients aged 20–40 decreased from 38 in FY24/25 to 30 in FY25/26, a reduction of 8 clients, or approximately 21%. While this decrease may reflect normal year-to-year fluctuations in referral or attendance patterns, research has suggested that some adults with visual impairment increasingly use mainstream technologies, such as smartphones and tablets, as alternatives or supplements to traditional assistive devices. LVC will continue to monitor this trend and adapt its services where necessary.

41–60

Clients aged 41–60 decreased from 120 in FY24/25 to 112 in FY25/26, a reduction of 8 clients, approximately 7%. While this may also reflect normal year-to-year fluctuations in referral or attendance patterns, studies have shown that preventive eye care measures, early detection, and treatment can reduce the risk of vision loss from certain conditions, possibly leading to a reduction in the number of clients in this age group. LVC will continue to monitor this trend and adapt its services where necessary.

Above 60

Clients above 60 increased slightly from 175 in FY24/25 to 177 in FY25/26, an increase of 2 clients, or approximately 1%. This age group remained the largest client group across both financial years, making up more than half of total clinic attendance in FY25/26. This is expected, given the higher prevalence of age-related visual impairment among older adults.

Overall Interpretation

Overall, the clinic recorded a slight decrease in total attendance. The decrease was mainly driven by the 20–40 and 41–60 age groups, while attendance among clients above 60 remained stable and even increased slightly, reinforcing that older adults continue to form the core client population served by the clinic.

Collaborative Efforts

LVC continues to strengthen its community outreach efforts through ongoing collaborations. LVC participated in events such as Khoo Teck Puat Hospital's annual public education roadshow, which helped raise awareness of age-related macular diseases (AMD) and the services offered by LVC. In addition, LVC maintained collaborations with SG Enable and community organisations to promote greater awareness of low vision support services and extend its reach to individuals who may benefit from these services.

New Initiatives

LVC introduced several new initiatives in FY25/26 to improve service accessibility and client communication.

Firstly, LVC implemented a corporate WhatsApp number, allowing staff and clients to communicate in a more timely and accessible manner via text and voice messaging. With an estimated 300 chats to date, the WhatsApp channel has contributed to smoother day-to-day operations and strengthened LVC's ability to stay connected with clients.

In addition, LVC launched Saturday clinic sessions from January 2026 to better support clients who are unable to attend weekday appointments due to work or other commitments. This initiative provides clients with greater flexibility in accessing low vision services. LVC will continue to monitor the demand for Saturday clinic sessions and consider increasing the frequency where necessary.

Challenges

While the number of clients coming for reviews remains stable, LVC recorded a slight decrease in total attendance. This highlights the need for continued outreach, awareness, and strengthening of referral pathways to ensure that individuals who may benefit from our low vision services are reached.

Future Directions

To address the issues above, the clinic will work towards expanding its network with public healthcare institutions and private institutions. By strengthening professional relationships and referral pathways, the clinic aims to increase awareness of its services and improve the intake of new clients. The clinic is also exploring other services that may be introduced by LVC to better meet clients' rehabilitation needs, with staff training to be provided in support of any service changes.

Assistive Device Centre (ADC)



Overview

The Assistive Device Centre (ADC) continues to support our clients in their journey towards independence through various assistive technologies, including electronic devices, magnifiers, and white canes. ADC served a total of 577 clients, including 87 walk-in clients, and sold 925 assistive devices. While the total number of clients served decreased compared to FY2024, the number of walk-in clients increased from 75 to 87. Device sales also increased from 916 to 925 this year. This reflects increased public awareness and accessibility of ADC's services, as well as clients' positive reception towards assistive devices this year.

This is further supported by a small survey conducted by ADC, where 47.4% of respondents reported an improvement in their level of independence after purchasing devices from ADC.

External Engagement and Assistive Device Evaluation

ADC continued to strengthen its outreach and product development efforts through participation in relevant sector events and ongoing research into assistive technology.

ADC participated in a public awareness roadshow at Khoo Teck Puat Hospital to promote awareness and the use of assistive devices for persons with visual impairment. In addition, ADC attended the Zero Project Asia Pacific Symposium to explore emerging applications, technologies, and devices that may benefit clients. While no new products have been added this year, ADC continues its efforts to improve its product range. ADC also conducted evaluations on at least 10 potential new assistive devices for possible inclusion, with the aim of better supporting the evolving needs of clients with visual impairment.

Addressing Client Challenges

One challenge identified by ADC is that some clients may not be able to fully retain the information provided during assistive device training sessions. To address this, ADC provides refresher sessions where required, allowing clients to revisit device functions, clarify their understanding, and build greater confidence in using the devices independently.

Innovation and Product Expansion

Moving forward, ADC intends to participate in more technology conferences and fairs to explore emerging assistive devices and identify products that are most suitable for our clients.

ADC will also place greater focus on products that can integrate with smartphones, in addition to stand-alone assistive devices, in view of their increasing use among clients.

Finally, ADC will review opportunities to expand the range of white canes available, including different materials, cane types, and cane tips, to better meet the varying mobility needs and preferences of clients with visual impairment.



DCC DAY CARE CENTRE

The Day Care Centre in SAVH serves seniors above the age of 60 with visual impairment. Currently, our Centre serves approximately 80 seniors weekly, providing a safe and supportive environment where they can participate in rehabilitation activities and receive social support that reduces isolation and enhances quality of life.

With a carefully crafted inclusive ageing programme, SAVH's DCC is designed to enhance the physical, emotional, and social well-being of our seniors through tactile art, music-based movement, and adapted physical activities. DCC provides opportunities for our seniors to express creativity, improve mobility, and strengthen community bonds in an accessible and meaningful way. DCC also follows the guidelines of Active Aging by introducing activities across the five domains of social, physical health, cognitive, learning and volunteerism, providing holistic engagement for our seniors with visual impairment that they might be miss out on. "I am happy now that I am in DCC. There are more clients similar to me, extra friends that I can be with. The staff and volunteers are very helpful. Environment here is safe and the atmosphere is more positive." – Azman, 65.

Social engagement

Staying socially engaged supports emotional well-being and creates opportunities for shared experiences and support. Our centre brings seniors together, fostering a sense of belonging through conversations and group discussions about shared experiences.





Physical activities

For seniors with visual impairment, these activities are important because they help maintain strength, balance, and coordination, thereby reducing the risk of falls. Our seniors follow the music and perform their daily exercises independently.



Cognitive activities

For seniors with visual impairment, it is important to find ways to keep the mind active, especially when there is a loss of sight. Our cognitive activities rely on tactile and audio material to support memory, focus, and thinking skills without relying on sight.



Outings and Field Trips

Many seniors with visual impairment face barriers that make even familiar outings feel daunting, often due to limited confidence or lack of support. Many have shared that it has been years since they last visited their favourite neighbourhood eateries or taken a simple trip to NTUC.

Our outings are thoughtfully designed to restore confidence and independence. Each session is supported by a dedicated rehabilitation team, including care support staff, an orientation and mobility specialist, and trained volunteers. Together, they provide personalised guidance and safe, structured support, empowering seniors to re-engage with their community and rediscover the joy of everyday experiences.

"I haven't eaten prata in such a long time! And I got to do my grocery shopping on my own" – DCC client.

Lifelong Learning

Lifelong learning helps seniors build confidence in adapting to the ever-changing world. This year, our seniors learned about:

- - Digital safety
- - Fire safety
- - Hygiene care
- - Managing health and diseases
- - Money management
- - Understanding mental health



Today, DCC continues to provide essential services, including meals and transport, at no cost to our clients. For many seniors, this is their only source of daily engagement, care, and connection. However, sustaining these services depends heavily on the generosity of donors and the dedication of volunteers. With continued support, we hope to expand our transport services and extend our reach, so that more seniors with visual impairment can access daily engagement and feel welcomed as part of our community.



The White Cane Club (WCC) continued to serve as a vibrant recreational and social platform for persons with vision impairment, providing opportunities for meaningful engagement, active participation, and community inclusion throughout FY2025.

Through a diverse range of recreational, wellness, and lifestyle programmes, WCC created safe and inclusive spaces where members could build friendships, pursue personal interests, and enhance their confidence and independence.

Regular activities included Brazilian Jiu-Jitsu (BJJ) classes, Trampoline classes, chair yoga classes, guitar lessons, and ocarina lessons. These programmes encouraged members to stay active, develop new skills, and strengthen social connections while promoting physical and emotional well-being.

WCC also collaborated with corporate partners to organise inclusive community engagement activities that fostered interaction between volunteers and persons with vision impairment. These activities not only provided enjoyable recreational experiences but also promoted greater public awareness and understanding of the visually impaired community through meaningful interactions and shared experiences.

Impact

The White Cane Club continues to play an important role in improving the quality of life and social inclusion of persons with vision impairment.

By participating in social, recreational, and community-based activities, members experienced stronger social support networks, reduced feelings of isolation, and improved emotional well-being. The Club also provided opportunities for members to build confidence in navigating public spaces and participating actively in community life, thereby fostering greater independence and self-esteem.

In FY2025, WCC recorded 1,002 client participations across both recurring and ad hoc activities.

Moving Forward

Looking ahead, the White Cane Club aims to further strengthen its role as an inclusive community platform for persons with vision impairment by expanding the variety and accessibility of its programmes.

The Club will continue to build meaningful partnerships with corporate organisations, educational institutions, volunteers, and community stakeholders to create enriching opportunities that promote inclusion, social participation, and lifelong learning.

WCC also aims to strengthen member engagement through regular feedback and programme evaluation to ensure activities remain relevant, impactful, and responsive to the evolving interests and needs of the visually impaired community.

Through these efforts, the White Cane Club hopes to empower more persons with vision impairment to lead active, connected, and fulfilling lives within an inclusive society.

Social Enterprise

The Social Enterprise (SE) oversees three key social enterprises: Dining In The Dark, Mobile Massage, and Touch Art. Through these initiatives, the department serve both indoor and outdoor events, delivering quality services and meaningful experiences to corporate partners, organisations, institutions, and the wider community. These social enterprises create meaningful opportunities for persons with visual impairment through employment, empowerment, and inclusion, while showcasing their talents and capabilities.

The unwavering support of our partners, clients, and the community has enabled the team to continue growing while advancing the Association's mission, "To Help the Visually Handicapped Help Themselves."



Social Enterprise Sales Summary FY 2025-2026

Social Enterprise	Sales	No. of Companies Served	Disbursement to Clients	No. of Clients Served
DITD	\$106,202.23	91	\$22,197.00	7
MMT	\$824,551.08	905	\$533,529.44	31
Touch Art	\$41,351.51	27	\$27,471.22	25
Total	\$972,104.82	1,023	\$583,529.44	63

Touch Art

SAVH Touch Art actively participated in various art events across Singapore, showcasing artworks and handicrafts created by our Touch Artists, including individuals with low vision and those who are totally blind. Through these exhibitions, the programme highlighted the creativity, talent, and artistic expression of persons with visual impairment, demonstrating that art and handicrafts can be created and appreciated beyond sight while promoting greater awareness of inclusive arts.



Name: Tan Beng Ping Jeanie (TA Artist)

Hi, I am Jeanie. I am 66 years old and partially blind with low vision.

My journey began in December 2014 when my right eye became impaired. Since then, I had to depend on the vision in my left eye to navigate around. However, thirteen months later, in January 2016, I was struck by total blindness when I lost vision in my left eye as well.

I was devastated, as I was only 56 years old then. Everything seemed bleak, and I struggled to see hope for the future. However, through the love, support, and prayers of my family and church friends, things gradually changed. By God's grace, some of my vision returned partially.

A volunteer later referred me to **Touch Art**, and that marked the beginning of a new journey for me. I learned painting, crocheting, and other creative skills. Since then, I have been actively involved with Touch Art, where I have not only discovered new interests but also found new friends and a renewed sense of purpose.



Project Insight

by Rachel and Team of Project Insight

"Project Insight collaborated with Touch Art to showcase the work of visually impaired artists and foster meaningful connections through the medium of art. We achieved these two goals through three initiatives: collaborative art sessions between students and SAVH artists, a video series highlighting the experiences of the SAVH artists; and an exhibition of all the works in August 2025.

In the collaborative sessions, student and SAVH artists worked together to complete unique pieces, building strong connections in the process. The video series, which was shared on our social media platforms and screened at the exhibition, provided a platform for the inspiring stories of our SAVH artists to be heard.

Throughout our journey with Touch Art, we have been deeply touched by the artists' passion and their perspectives on what creativity and art mean to them. We are also extremely grateful for the opportunity to work alongside with them and gain a deeper understanding of the visually impaired community through this enriching experience!"



Dining in the Dark

Dining In The Dark continues to be a signature experiential dining programme that promotes the abilities of our visually impaired servers and kitchen helpers. Guests enjoy a unique dining experience in complete darkness, allowing them to appreciate how persons with visual impairment navigate and work confidently without sight.

The 1.5-hour experience includes a 4-course meal served in the dark. After the meal, the lights are switched on, followed by sharing sessions and optional add-on activities as part of a learning journey.



***Cindy Low from Helvetia Swiss Insurance Company Ltd
(Singapore Branch)***

No photos provided due to PDPA.

Thank you for hosting us at the Dining In The Dark experience. We appreciate the thoughtful facilitation by you and Nurul, as well as the meaningful opportunity to gain a deeper understanding of the visually impaired community. It was a valuable and memorable session for our team, and we look forward to staying connected and supporting your initiative again in the future.



Name : Hendry, 43 age (DITD server)

I am a low vision client and have tried to work many different jobs before like call center, recruitment agencies, hotel, cleaner, bank etc.. Many of these were not for long as most of them were not really suitable for me because of my eye condition. When I join DITD I can feel a sense of belonging to the community. As we share our life's and carry on the activity with the guest we educate them about our community. Most of the guests I serve are happy with the serving and like our food. Some are curious how I am able to serve in the dark. They asked if I have special glasses which able me to see in the dark. There was even this student who asked me if I can teach him to serve in the dark. I was very surprised then when I heard this so I didn't really reply him. By having this job makes me earn myself a living and make myself feel useful as I can educate people about the community which I belong to so I feel proud and happy about it.

Mobile Massage Team (MMT)



The Mobile Massage Team continued to play an important role in FY2025/2026 by providing professional massage services while creating meaningful employment opportunities for our visually impaired masseurs. Beyond employment, the Mobile Massage Team serves as a platform for empowerment, dignity, and independence, enabling masseurs to showcase their skills, professionalism, and capabilities with confidence.

Their dedication, positive attitude, and commitment to service excellence have earned the trust and appreciation of customers. Through strong partnerships with corporations, institutions, and organisations, the Mobile Massage Team has consistently delivered quality massage services that promote relaxation, stress relief, and overall well-being.

Moving forward, the team aims to expand outreach opportunities, enhance its service offerings, and strengthen collaborations to ensure sustainable growth and continued support for our visually impaired masseurs.



Carolyn, 52, MMT Masseur

I am a visually impaired lady with only 10% vision, previously working as a sales staff.

Later I couldn't manage my work anymore due to my deteriorating vision and I had to resign.

A friend advised me to seek help from SAVH to find a way to earn an income. My social worker suggested that I should try out being a masseuse. Subsequently, I took a course in holistic massage. After that I joined the SAVH Mobile Massage team.

I'm now earning a regular income enough for my daily expenses with some savings as well. I've also become a happier person because the MMT members and staff are friendly and helpful. They gave me a lot of encouragement, support and advice on life and work.

Fundraising

As SAVH approaches its 75th anniversary in 2026, 2025 marked an important year of strengthening community engagement, deepening partnerships, and building foundations for the future. Amid an increasingly competitive and evolving fundraising landscape, the organisation continued to adapt its fundraising approaches while remaining focused on supporting critical programmes and services for persons with visual impairments.

Throughout the year, SAVH worked closely with donors, corporate partners, volunteers, and community stakeholders through a range of fundraising and public engagement initiatives. Beyond fundraising efforts, these initiatives also served as important platforms to raise awareness, foster inclusion, and strengthen public understanding of visual impairments and rehabilitation.

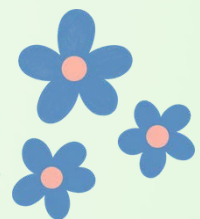
The organisation recognises that fundraising conditions are likely to remain challenging in the years ahead, with growing competition for charitable giving and increasing demands across the social service sector. Nevertheless, SAVH remains committed to strengthening sustainable fundraising efforts, building meaningful partnerships, and ensuring continued support for programmes and services that empower persons with visual impairments to live independently and confidently.

The following highlights some of SAVH's key fundraising and community engagement initiatives in 2025.



International White Cane Day 2025

A World Without Limits: Exploring the Senses



On 4 October 2025, the Singapore Association of the Visually Handicapped (SAVH) welcomed more than 800 attendees to its annual International White Cane Day (IWCD) celebration, held at SAVH's premises under the theme "A World Without Limits: Exploring the Senses." The event brought together visually impaired clients, caregivers, volunteers, partners, donors, and members of the public in a vibrant evening dedicated to inclusion, awareness, and community spirit.

IWCD



Graced by the Guest of Honour, Chee Hong Tat, the event reinforced the organisation's ongoing mission to promote greater understanding of visual impairment, advocate for inclusivity, and empower persons with visual impairments to live independently and confidently within the community.

This year's edition introduced a wide range of inclusive and experiential activities designed to encourage participants to engage with the world through different senses. Sensory-based booths invited members of the public to experience touch, sound, and taste in new ways, offering a deeper appreciation of the daily experiences and perspectives of persons with visual impairments. Through these immersive encounters, attendees were encouraged to reflect on accessibility, empathy, and the importance of building a more inclusive society.

The event also featured a lively community carnival atmosphere with food and beverage vendors, performances, experiential games, and Mid-Autumn Festival-themed activities such as lantern-making workshops and cultural engagements. Families, volunteers, and community members had opportunities to connect meaningfully with SAVH clients and staff, fostering stronger bonds and a shared sense of belonging.



A key highlight of the evening was the presentation of the Tan Chay Bing Bursary Awards, which recognised a record 57 visually impaired students in 2025. The bursaries provide financial assistance to support students in their educational journeys, while also affirming their resilience, determination, and aspirations. By investing in education and empowerment, SAVH continues to support visually impaired individuals in achieving greater independence and opportunities for the future.

IWCD 2025 also reflected the strong support of community partners, vendors, and volunteers who contributed their time, resources, and expertise to make the event possible. Nine community vendors participated in the event, adding vibrancy and diversity to the carnival experience while strengthening the spirit of community participation and social support.

Beyond the festivities, the event played an important role in advancing SAVH's broader objectives of advocacy and fundraising. Proceeds raised from the event will contribute towards SAVH's rehabilitation and support services for persons with visual impairments, enabling the organisation to continue delivering programmes that enhance independence, mobility, employability, and quality of life.

International White Cane Day 2025 was ultimately more than a celebration — it was a powerful reminder that inclusion begins with understanding, connection, and shared experiences. Through meaningful engagement with the community, SAVH remains committed to building a society where persons with visual impairments are empowered to thrive without limits.

Vision Rehabilitation Conference 2025

Pathways to Independence: Bridging Support, Skills and Society

From 20 to 21 August 2025, SAVH organised the inaugural Vision Rehabilitation Conference (VRC) 2025 at One Farrer Hotel under the theme "Pathways to Independence: Bridging Support, Skills and Society." As Singapore's first dedicated conference focused on visual impairment and rehabilitation, the event marked a significant milestone in advancing national conversations on accessibility, rehabilitation, inclusion, and empowerment for persons with visual impairments.

Graced by the Guest of Honour Eric Chua, the two-day conference brought together more than 150 professionals, advocates, educators, healthcare practitioners, social service agencies, corporate partners, and SAVH clients. The conference created a collaborative platform for stakeholders across sectors to exchange ideas, share expertise, and explore practical solutions to strengthen Singapore's visual rehabilitation ecosystem.

VRC 2025 was conceptualised to address the growing need for stronger interdisciplinary collaboration in supporting persons with visual impairments. As Singapore's population ages and accessibility needs evolve, the conference highlighted the importance of bridging healthcare, education, employment, rehabilitation, and community support systems to create more inclusive pathways towards independence and participation in society.

The conference programme featured a wide range of discussions and presentations covering critical topics in the visual rehabilitation landscape. Sessions explored rehabilitation pathways, cerebral visual impairment (CVI), assistive technology, stigma and societal perceptions, eye care and prevention, as well as employability and employment opportunities for persons with visual impairments. Through these conversations, speakers and panellists examined both current challenges and future opportunities in building a more accessible and inclusive Singapore.

A distinguished line-up of speakers, moderators, and panellists contributed diverse professional and lived experiences to the conference. Experts from healthcare institutions, social service agencies, education, accessibility, technology, and disability advocacy sectors shared insights on strengthening rehabilitation outcomes and empowering individuals with visual impairments to lead independent and fulfilling lives. The conference also elevated the voices of persons with lived experiences of visual impairment, reinforcing the importance of inclusive dialogue and representation in shaping future policies and practices.



One of the conference's key strengths was its emphasis on cross-sector collaboration. Discussions highlighted the importance of coordinated referral pathways, stronger support networks, inclusive education systems, accessible technology, and sustainable employment opportunities. Participants also explored how innovation, public awareness, and professional partnerships can collectively contribute towards improving quality of life and long-term outcomes for persons with visual impairments.

Beyond professional learning, the conference fostered meaningful networking and relationship-building among practitioners, agencies, advocates, and community partners working within the disability and rehabilitation sectors. By bringing together diverse stakeholders under a shared platform, VRC 2025 strengthened opportunities for future collaboration, knowledge-sharing, and collective action within the visual rehabilitation space.

The successful launch of VRC 2025 reflects SAVH's continued commitment to advancing thought leadership, advocacy, and service development in the field of visual rehabilitation. As the organisation continues to champion accessibility and empowerment, the conference represents an important step towards building a more inclusive society where persons with visual impairments are supported not only through rehabilitation services, but also through stronger systems, opportunities, and community understanding.

Fundraising and Expenditure Plans for FY2026/27

As SAVH marks its 75th anniversary, the organisation will undertake a series of fundraising, awareness and community engagement initiatives aimed at strengthening support for persons with visual impairment and advancing its mission of building a more inclusive society.

Fundraising efforts for FY2026/27 will focus on a balanced portfolio of public campaigns, donor cultivation initiatives, corporate partnerships, grant opportunities and commemorative anniversary events. Key initiatives include Flag Day, a Patron-hosted donor engagement lunch, International White Cane Day, the SAVH 75th Anniversary Gala Dinner, World Braille Day activities, and other community-led fundraising efforts. Collectively, these initiatives are expected to support an overall fundraising aspiration of approximately \$2.27 million, comprising donations and matching grants.

Funds raised will be invested in programmes and services that support the independence, inclusion and well-being of persons with visual impairment. This includes rehabilitation and support services, community engagement initiatives, volunteer development, public education and awareness efforts, as well as organisational capabilities required to strengthen service delivery and meet evolving community needs. SAVH will also invest in the planning and delivery of its 75th Anniversary initiatives, which seek to celebrate the organisation's legacy while expanding public understanding and support for the visually impaired community.

As the organisation looks towards its next chapter, SAVH remains committed to the prudent stewardship of donor funds, ensuring that every contribution is managed responsibly and directed towards creating meaningful and lasting impact for the community it serves.

OPERATIONS SUPPORT & SECURITY



A new sheltered linkway connecting Gate 47 to Yusof Building has been installed to provide protection from the elements and enhance user safety by minimizing exposure to vehicular traffic. Additionally, a linkway between the WCC Building and the IT Training Centre has been completed, offering greater convenience for clients attending IT training classes. The Massage Centre awning has been extended to provide sheltered access for ramp users travelling to and from the DCC Building.

The previously cracked and uneven road connecting the DCC Building to the Massage Centre carpark has been successfully repaved, thanks to the generous sponsorship of LBD Engineering Pte Ltd. Additional improvement works along this road include the resurfacing of the boarding and alighting area used by MMT masseurs with non-slip exposed aggregate concrete flooring, enhancing safety and reducing the risk of accidents during wet conditions



The main block, Yusof Building, has been refreshed with a new coat of paint, and necessary spalling concrete repairs have been carried out, ensuring the building remains well-maintained, safe, and structurally sound.

Indoor renovation works in the office area included the replacement of carpet flooring with more hygienic and durable vinyl tiles, which are easier to maintain and better suited for long-term use, thereby improving overall cleanliness and upkeep efficiency.



The annual CSR event by Building and Construction Authority (BCA) was held on 26 August 2025.

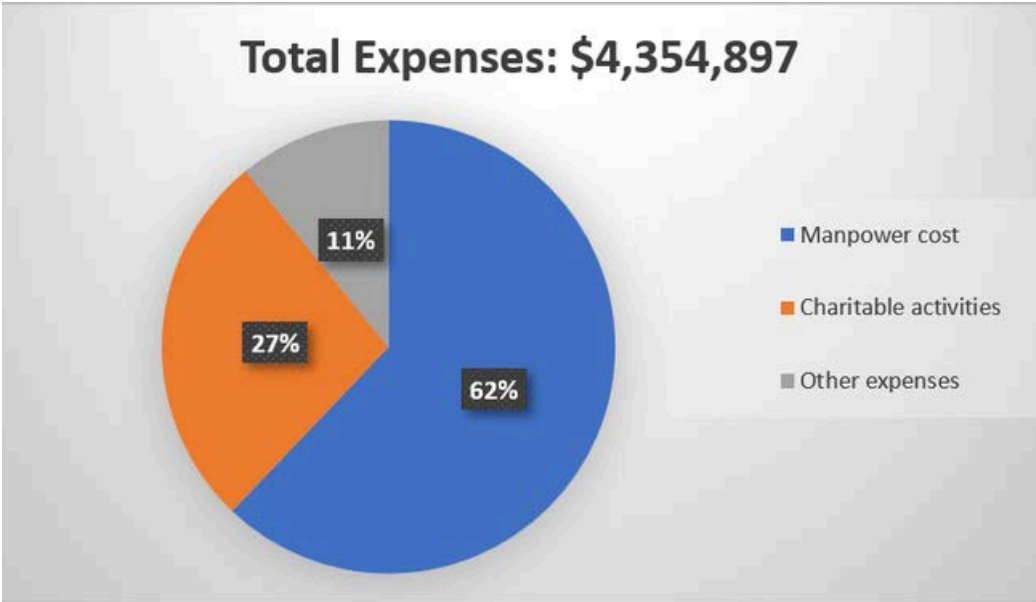
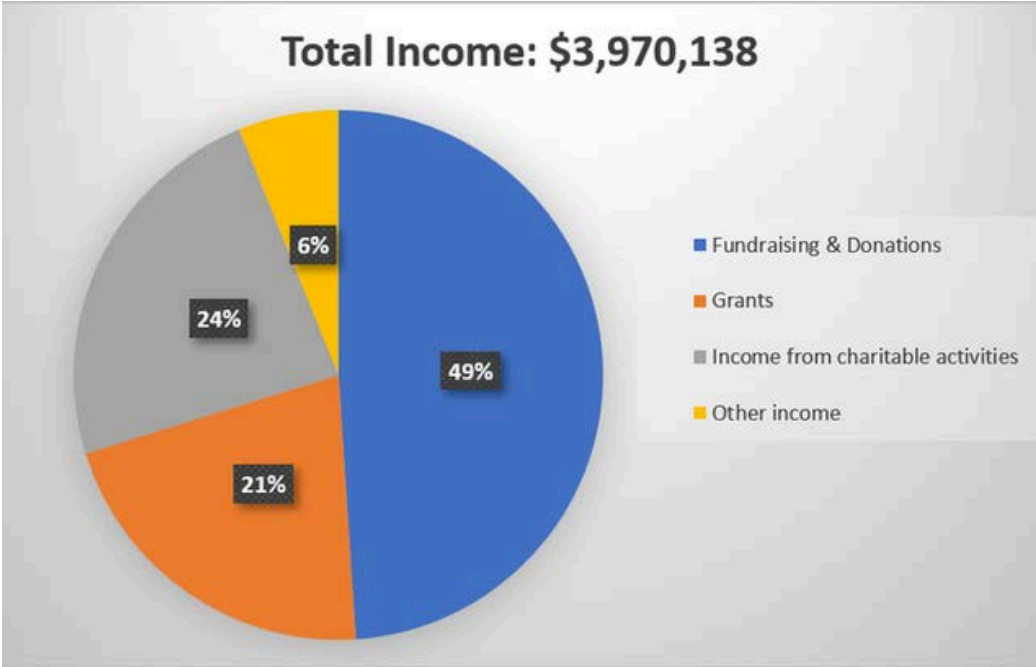
Building on last year's installation of the accessibility ramp at the MPH, new tactile tiles have been installed to connect it to other buildings, further enhancing accessibility and ensuring more seamless and inclusive connectivity across the premises. Another mural was conceptualized for the Braille Production Centre in collaboration with Quarters Architects, with paints donated by Nippon Paint Singapore. The mural, featuring stylised portraits of Louis Braille and William Moon set against a background of Braille dots and Moon Alphabets, pays tribute to pioneers of literacy in blind. About 40 volunteers spent time with WCC clients enjoying board games, karaoke, and lawn bowls - a strategic precision sport where players aim biased balls toward a target. We look forward to continued collaboration in advancing accessibility and improving mobility for our clients throughout our premises.

To reinforce our commitment to a safe environment, fire-fighting training continues to be provided to new staff, equipping them with critical response capabilities. Fire drills were conducted across the organisation to ensure staff are prepared to respond swiftly during emergencies, reinforcing workplace safety.

Type of improvement / maintenance works	Completed
Accessibility	7
Facilities	6
Infrastructure	14



Summary Financial Performance



Lighthouse School

Our Vision, Mission & Values



VISION

Beacons of Tomorrow



MISSION

Nurturing Minds, Building Resilience

VALUES **iSHINE**



Sincerity



Humility



Integrity



Never Give Up



Empathy

School Achievements and Awards

On 17 May 2025, our students, supported by our staff and their families participated in the National Para Athletics Championships & Inter-School Para Athletics Championships held at Choa Chu Kang Stadium. Our students trained hard for the various track and field events during their PE lessons and for the event this year, we even have students participating for the first time. Lighthouse School once again retained the school challenge trophy for the Under-10, Under-15 and Under-17 categories for 2025.

Staff Achievements and Awards

At the Singapore Disability Sports Award 2025, Mr Mohamad Faizal Bin Mohd Jasni, our Science Department Lead was nominated for Coach (Community) of the Year 2025. Mr Faizal is a visually impaired (VI) teacher and coach who has been supporting the VI students during PE lessons as well as assisting them in goalball and track and field events. This award aims to recognise coaches behind athletes, who have made important contributions to the growth of disability sports at the community level.

Student Achievements and Awards

Singapore Pavilion, World Expo 2025

15 National Day Parade (NDP) artworks from 2020 – 2023, were selected to be featured as part of a 60-disc art installation located at the Shiok Café in the Singapore Pavilion, World Expo 2025 in Osaka from April 13 – Oct 13, 2025. The other 3 partners are Nature Society Singapore, SG75 and The Japan Association, Singapore. One of the National Day Parade artworks created by our ex-student, Sri Ramachandran S/O Vijayan together with other students (Item 13) was one of the 15 selected NDP artworks to be featured.

Singapore Disability Sports Award 2025

At the Singapore Disability Sports Award 2025, three hearing loss and one visually impaired student were nominated under the Spirit of Sport (Male) of the Year category. The awards recognise contributions to the inclusion or empowerment of persons with disabilities in sports through organising or promoting projects, programs or activities related to disability sports. Two of the students have been training and participating in para track and field events over the last three years, attaining several national awards. Another two students have also been training and participating in para-Taekwondo competitions over the last three years, achieving national awards.

PSLE 2025

The school saw its largest P6 cohort of 8 VI students since 2019. All 8 students successfully progressed on to two VI designated secondary schools with 2 students posted to the G3 posting group, 1 student posted to the G2 posting group and 5 students posted to the G1 posting group.



Authentic Experiences for our Students (Holistic Education)

Children's Museum Singapore (CMSG)

Our students from the Lower Customised Curriculum Programme and lower primary students went to CMSG for the first time on 20 May 2025. They had an enjoyable time at the interactive museum and visited several exhibitions including a special exhibition, Hawkerverse which introduces Singapore's Hawker Culture as an important part of Singapore's food heritage and way of life to children. Our students learnt more about chicken rice balls, toktok mee, roti prata and kueh tutu. These tactile activities provided our students with an opportunity to practice their motor skills through activities such as wrapping of roti prata, piecing together a plate of chicken rice just to mention a few.

Lighthouse School -Marymount Convent Art of Friendship Day 2025

The theme for 2025 is Sculpting Bonds: Bridging Visions of Friendship. Held over two sessions on 12 March 2025 and 7 November 2025 at the respective schools, this joint collaboration with student leaders from Marymount Convent has been an annual affair that students from both schools look forward to. It provides opportunities for our students to work alongside their peers to create an artwork together as well as bond together over modified games designed by our friends from Marymount Convent. This invaluable experience continues to leave an indelible mark on our students as they use various modes of communication to design, develop and create an artwork together whilst forging friendships.

Assumption Pathway School (APS) & Lighthouse Art Collaboration 2025

Over 5 consecutive Wednesdays in July 2025, our Middle VI and Upper HL students worked with students from APS on a joint collaborative artwork inspired from National Gallery Singapore Collection: Tang Dang Wu, Don't Give Money to the Arts. Using simple materials like ink, acrylic, crayon and ribbons, students created bold artworks on blazers with embroidered fabric. The bold artworks celebrate identity, courage and the power of being different. These completed artworks were proudly showcased during APS 7th Art Exhibition, Building Dreams; Constructing The Future, One Dream at a Time held at the National Gallery Singapore on 18 August 2025.



Play Inclusive 2025

This is the 3rd year that Lighthouse School is collaborating with Raffles Girls' School (Secondary) to send unified sports teams to compete at this event that was held on 23 August 2025. We had six teams comprising of our VI students to represent us at the goalball events and another four teams comprising of our hearing loss students that formed various basketball teams to compete in the 'B' mixed division basketball events. All students did very well in the trainings and games, displaying sportsmanship in all the games participated. The team attained podium finishes and did both schools proud. Our HL student, Mohd Zain Bin Haslam was also interviewed by the media and he shared his experiences using the Singapore Sign Language.

Singtel Expressions Through Art 2025

In Singtel Expressions Through Art 2025, the artwork of our HL student, Raelynn Raquel Arriola, My Dream Playground was first displayed together with other artworks of students from special education (SPED) schools in Singapore at the North Colonnade, Gardens by the Bay. Concurrently, Singtel organised a public awareness campaign across bus stops, MRT stations, and shopping malls from 7 to 22 November 2025 to reach a wider audience. The showcase was subsequently brought to the ION Art Gallery from 23 January to 1 February 2026. During this exhibition, student artists were given the opportunity to view their artworks on display.



Singapore Youth Festival (SYF) Art Presentation 2025

Our mixed media artwork entitled, A Drop of Teamwork received 'Special Mention'. This artwork was done by our Pr 5 VI students, Mohammad Aziansyah Bin Abdul Aziz and Kishoore Parthiban. Both students proudly presented their artwork, sharing their artmaking process, inspirations and learning experiences at the Opening Ceremony of the SYF Art Exhibition on 18 July 2025.



Light House School
SCHOOL BOARD MEMBERS
School Management Committee (1 April 2026 – 31 March 2028)

Chairman / Supervisor:	Mr John See Toh Soon Mun¹
Honorary Treasurer:	Mr Leong Shin Loong
Secretary:	Ms Loh Sing Huay
Members:	Mr Samuel Choo² Mr Chia Choon Guan³ Associate Professor Wong Meng Ee Mr Yap Boon Sheng Alvan
MOE Representatives:	Mr Subash Lazar Mr Goh Soon Hoe

Notes

¹ Mr John See Toh is President of SAVH

² Mr Samuel Choo is Executive Director of SAVH

³ Mr Chia Choon Guan is Honorary Secretary of SAVH

Governance

Purpose of the Charity

The Singapore Association of the Visually Handicapped (SAVH) exists to empower persons with visual impairment to lead independent, fulfilling, and dignified lives as active members of society. Since its establishment in 1961, SAVH has been dedicated to promoting the welfare, inclusion, and equal opportunities of persons with visual impairment in Singapore. Through a comprehensive range of rehabilitation, education, employment, assistive technology, social support, and community integration programmes, SAVH seeks to enable persons with visual impairment to maximise their potential and participate fully in all aspects of life.

SAVH also advocates for a more inclusive and accessible society by working to remove physical, social, attitudinal, educational, employment, and other barriers that may hinder the full participation of persons with visual impairment. The organisation actively promotes public awareness, accessibility, and equal treatment while encouraging persons with visual impairment to play an active role in decisions affecting their lives and in the governance of the organisation. In addition, SAVH supports initiatives relating to eye care, eye health education, and the prevention of blindness.

Through these efforts, SAVH remains committed to building a society where persons with visual impairment can live with confidence, independence, and equal opportunities.

Role of the Exco

The Executive Committee (Exco) serves as the governing board of the Singapore Association of the Visually Handicapped (SAVH) and is responsible for providing strategic leadership and oversight of the organisation. The Exco ensures that SAVH operates in accordance with its Constitution, the Charities Act, the Code of Governance for Charities and IPCs, and other applicable regulatory requirements. The Exco reviews and approves strategic plans, annual budgets, major policies, key organisational initiatives, and significant expenditures. It also monitors organisational performance, financial sustainability, risk management, and compliance to ensure that SAVH continues to fulfil its mission effectively and responsibly.

Board Meetings and Attendance

The Exco met regularly throughout the financial year to review the performance, operations, and strategic direction of SAVH. Key matters discussed during the year included organisational development, service delivery, financial performance, risk management, governance matters, and strategic initiatives. Board members actively participated in deliberations and decision-making, providing guidance and expertise to support the achievement of SAVH's objectives. Individual attendance records for Exco meetings are disclosed separately in this Annual Report.

Sub-Committees

To strengthen governance and support effective oversight, the Exco is assisted by the following sub-committees that focus on specific areas of responsibility:

1. Audit & Risk
2. Client Services
3. Engagement & Fundraising
4. Environmental, Social & Governance
5. Finance & Investment
6. Human Resources
7. Nominations
8. Social Enterprise

The sub-committees review matters within their respective areas, provide recommendations to the Exco, and assist in monitoring the implementation of approved initiatives. This structure enables more detailed review and discussion of key issues while ensuring that overall accountability remains with the Exco.

Conflict of Interest Policy

SAVH is committed to maintaining the highest standards of integrity, transparency, and accountability. The organisation has established a Conflict-of-Interest Policy requiring Exco members, sub-committee members, staff, and volunteers to declare any actual, potential, or perceived conflicts of interest. Declarations are made on a regular basis and whenever a conflict arises. Individuals with a conflict of interest are required to abstain from discussions and decisions relating to the affected matter. This policy helps to ensure that decisions are made objectively and in the best interests of SAVH and its beneficiaries.

Board Remuneration Disclosure

Exco members serve on a voluntary basis and do not receive any remuneration, allowances, bonuses, or other benefits for their services as members of the governing board. This arrangement helps to preserve the independence of the Exco and reinforces its commitment to serving the interests of SAVH and its beneficiaries.

Data Protection and Cybersecurity

SAVH is committed to protecting the personal data entrusted to the organisation and complying with the requirements of the Personal Data Protection Act (PDPA). Appropriate policies, procedures, and safeguards are in place to protect personal and confidential information relating to beneficiaries, donors, volunteers, staff, and other stakeholders. The organisation adopts a layered cybersecurity approach that includes access controls, multi-factor authentication, endpoint protection, firewalls, data backup measures, and staff awareness training. Cybersecurity risks and data protection matters are monitored regularly to minimise the risk of unauthorised access, data breaches, and service disruptions.

Organisational Health Framework for Social Services (OHFSS)

In February 2026, SAVH successfully completed the Organisational Health Framework for Social Services (OHFSS) assessment, a diagnostic tool developed by the National Council of Social Service (NCSS) to help social service agencies assess their organisational health across key domains.

The assessment involved participation from SAVH's leadership team and provided an organisation-wide review of seven areas: Strategy and Leadership, User-Centric Services, Finances, Governance, Communications and Partnerships, People, and Digitalisation.

The assessment provided valuable insights into SAVH's strengths and areas for development, enabling the organisation to better understand its current capabilities and readiness for future growth. The findings affirmed SAVH's strengths in strategic leadership, service delivery, financial management and governance, while also highlighting opportunities to strengthen organisational capabilities in areas such as people development, succession planning, digitalisation and organisational effectiveness.

Highest Paid Staff Disclosure

None of SAVH's staff received annual remuneration exceeding \$100,000 during the financial year ended 31 March 2026.

Related Party Employment Disclosure

SAVH has no paid staff who are close family members of the Executive Director or Executive Committee members and who received annual remuneration exceeding \$50,000 during the financial year ended 31 March 2026.

Reserves Policy

SAVH maintains a reserves policy to ensure that sufficient financial resources are available to support the continuity of its programmes and operations in the event of unforeseen circumstances. The level of reserves is reviewed periodically by the Exco, taking into consideration operating requirements, future commitments, risk exposure, and the long-term sustainability of the organisation. The reserves provide a financial buffer to support ongoing services, meet contractual obligations, and manage unexpected disruptions while allowing SAVH to continue delivering essential services to persons with visual impairment.

Environmental, Social & Governance (ESG) at SAVH

SAVH takes into account Environmental, Social and Governance (ESG) factors in the planning and conduct of its activities. The newly formed ESG Subcommittee (since February 2025) continued to explore and evaluate opportunities to advance initiatives that align with the organisation's long-term sustainability objectives.

As part of ensuring that staff and management have adequate knowledge of ESG, on 5 February 2026 during the SAVH Strategic Planning meeting, both ESG sub-committee co-chairpersons presented important issues and shared ideas on ESG as well as encouraged adoption of such ideas among all staff. The emphasis is that ESG is a collective responsibility.

Compared with the 2024 baseline, electricity consumption in 2025 decreased from 143,056 kWh to 128,594 kWh, representing a 10.1% reduction. Water consumption also declined from 1,133.50 m³ to 1,050.10 m³, reflecting a 7.3% reduction. The 2026 targets are to further reduce consumption by 4% and 2%, respectively, via the following initiatives:

- Replacement of outdoor lighting with solar-powered, sensor-equipped units.
- Retrofitting sink faucets with water-saving aerators.
- Circulars to staff to share electrical and water conservation tips.

SAVH intends to transit to a paperless Annual Report as part of its ongoing commitment to enhance resource efficiency and reduce its environmental footprint.

We are also exploring setting up a sensory garden as well as installing solar panels on our roof tops.

SAVH is developing ESG Standard Operating Procedures, a Strategic Plan, and establishing ESG KPIs to measure performance, strengthen governance, accountability, and compliance. We are also exploring using artificial intelligence to assist us in this area. As a charity, we continue to face a range of challenges in advancing our ESG initiatives.





THE YEAR AHEAD

Organisational Health Diagnostic Scheme (OHDS)

Following the completion of the OHFSS assessment, SAVH plans to participate in the Organisational Health Diagnostic Scheme (OHDS) in the coming year with support from the National Council of Social Service (NCSS). The OHDS is designed to provide a deeper and more comprehensive assessment of organisational health and will help SAVH identify key organisational strengths, development opportunities, and capability-building priorities. Through stakeholder engagement, employee surveys, leadership interviews, focus group discussions, and organisational reviews, the exercise is expected to provide a holistic understanding of SAVH's current state and future needs.

The outcomes of the OHDS are expected to support SAVH's long-term strategic planning and organisational development efforts. The consultancy is intended to assist SAVH in developing a structured roadmap to strengthen organisational capabilities, enhance leadership and talent development, improve operational effectiveness, support digital transformation initiatives, and ensure the organisation remains sustainable and responsive to the evolving needs of persons with visual impairment.

Through this initiative, SAVH aims to build a stronger and more future-ready organisation that can continue delivering high-quality services and creating meaningful impact for its beneficiaries and stakeholders.

Strengthening Governance and Internal Controls

As part of its commitment to good governance and continuous improvement, SAVH plans to undertake an independent internal audit in the coming year. The review will assess selected governance, compliance and operational processes to provide assurance on the effectiveness of existing controls and identify opportunities to strengthen organisational practices. Areas to be reviewed include governance processes, compliance with the Constitution, Governance Evaluation Checklist, conflict of interest management, human resource practices, procurement procedures, and payment controls.

The internal audit forms part of SAVH's broader efforts to strengthen accountability, transparency and risk management across the organisation. The findings and recommendations from the review will help the Executive Committee and Management enhance policies, processes and internal controls where necessary, while ensuring that SAVH continues to uphold high standards of governance and stewardship.

Through this initiative, SAVH seeks to further strengthen stakeholder confidence and support the sustainable delivery of services to persons with visual impairment.

Governance Renewal and Leadership Sustainability

Like many charities in Singapore, SAVH faces increasing challenges in attracting and retaining volunteers willing to serve in governance and leadership roles. The organisation's current Registered Society structure requires a relatively large number of office-bearers and Executive Committee members, which has made succession planning increasingly challenging in recent years. SAVH recognises that maintaining a strong pipeline of future leaders is essential to ensuring organisational continuity, effective governance, and the long-term sustainability of services for persons with visual impairment.

To address these challenges, SAVH will continue to review its governance structure and leadership renewal processes. In particular, the organisation is exploring a proposed conversion from a Registered Society to a Company Limited by Guarantee (CLG). The proposed CLG structure is intended to strengthen governance, enhance organisational resilience, provide greater flexibility in board succession planning, and better protect the organisation's assets and members. The CLG model would also enable a smaller and more sustainable Board structure while maintaining strong representation of persons with visual impairment in leadership and decision-making.



GOVERNANCE EVALUATION CHECKLIST



No	Call for Action	Code ID	Did the charity put this principle into action?
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
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

No	Call for Action	Code ID	Did the charity put this principle into action?
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 reappointment, 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.		

No	Call for Action	Code ID	Did the charity put this principle into action?
	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
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
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	2.9a 2.9b 2.9c	Yes

No	Call for Action	Code ID	Did the charity put this principle into action?
	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.		
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
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	3.2	Yes

No	Call for Action	Code ID	Did the charity put this principle into action?
	meeting and should not vote or take part in the decision-making during the meeting.		
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
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:	4.1b	Yes

No	Call for Action	Code ID	Did the charity put this principle into action?
	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.		
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
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
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
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

No	Call for Action	Code ID	Did the charity put this principle into action?
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
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
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
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
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

No	Call for Action	Code ID	Did the charity put this principle into action?
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
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
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
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
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

Executive Committee Meeting and Attendance

A total of seven Exco meetings were held during the financial year from 1 April 2025 to 31 March 2026. The following sets out the individual Exco member's attendance at the meetings.

No	Name of 72 nd Exco Member	Appointment during the Term	No. of Meeting Attended
1	John See Toh Soon Mun ¹	President	7/7
2	Lionel Lim Jun Jie*	Vice President 1	7/7
3	William Koo	Vice President 2	7/7
4	Chia Choon Guan ²	Honorary Secretary	7/7
5	Michael Tan See Hai	Exco Member	6/7
6	Rajkumar s/o Muthukumar*	Exco Member	4/5
7	Low Soh Khuan*	Exco Member	6/7
8	Lim Kwang Keat	Exco Member	2/2
9	Mansor Ali*	Exco Member	3/3
10	Goh Jun Han ³	Honorary Treasurer	4/4
11	Sharifa Nafisa	Co-opted Exco	3/4
12	Freddy Liew	Co-opted Exco	4/4
13	Melissa Yeo*	Co-opted Exco	1/1
No	Name of 71 st Exco Member	Appointment during the Term	No. of Meeting Attended
14	Ali Bin Daud*	President	1/2
15	Dr Chan Choi Mun	Vice President	2/2
16	Ivan Teo	Co-opted Exco	2/2
17	John Vignesh*	Co-opted Exco	2/2
18	Joshua Tseng*	Exco Member	2/2

*Denotes visually handicapped

Occupation: 1.. Director, 2. Retired 3. Finance Director