



Every Child, The Best That They Can Be

**Life Community
Services Society**

Annual Report
FY25/26

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About Us



ABOUT US



ABOUT LIFE COMMUNITY SERVICES SOCIETY

Life Community Services Society (LCSS) believes that the value of the individual and the importance of the family lay the foundation for the growth and progress of the community. In its vision and mission, LCSS seeks to affirm, nurture, and develop the intrinsic value of the individual to the fullest potential, and inculcate love and develop respect within the family. Started in 1996, LCSS focuses on social and community work like mentoring children, youths and families, and the provision of before and after school care. LCSS also partners with like-minded social service agencies to provide effective care for vulnerable children and their families.



OUR VISION

Every child, the best that they can be.



OUR MISSION

Empowering children and families through care and mentoring.

OUR CORE VALUES

Love
Integrity
Teamwork
Excellence

OUR STRATEGIC THRUSTS (2025-2030)

Towards Becoming a Leading Agency in Child-Centred Mentoring: Over the next 3–5 years, LCSS will strengthen our capabilities to become a sector leader in child-centred mentoring. Grounded in our mission to serve vulnerable children and youth, we will focus on five key strategic thrusts that will shape and enhance our service delivery, deepen our impact, and extend our reach.

1. Strengthen Programme Excellence and Impact
2. Deepen Family and Relationship Support
3. Champion Mental Wellness for Life
4. Expand Reach through a Sixth Centre in Bedok
5. Lead Advocacy for Child-Centred Mentoring



OUR FIVE CORE PROGRAMMES

FRIENDS OF CHILDREN & YOUTH

Supports children and youth from 6 to 16 years old, whose parent/s are presently or were formerly incarcerated. FOCY provides casework management, socio-emotional, educational, and care support. It aims to increase resilience in children and youth, and lower the risk of intergenerational offending.



MIGHTYKIDS, FAMILIES & COMMUNITY

Serves children and youth from 4 to 16 years old by providing a safe and nurturing space at our drop-in centre. We focus on mentoring children and youth through a wide array of activities that develop them holistically. MKFC focuses on four core schemes, namely Life! Mentors, Life! Readers, Life! Sports and Life! Learners.



LIFE STUDENT CARE

Provides quality student care services to primary school children by focusing on the total development of the child in a safe and caring environment, through a holistic Social, Physical, Intellectual, Creative, Emotional and Spiritual (moral) (S.P.I.C.E.S.) programme.



EDUGROW FOR BRIGHTER TOMORROWS

A child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Primary 6) from vulnerable, lower-income families on a path of social mobility through mentoring, group academic coaching and parents engagement. This is a joint project with The Hut Limited.



FRIENDS2GATHER

A social mobility ComLink+ programme that seeks to give every child an opportunity to develop to their fullest potential. Through fostering trusting and stable mentoring relationships between mentors and their children (aged 6 to 11), F2G hopes the children will develop socio-emotional skills, cultivate positive learning experiences, and increase school connectedness.



KEY MILESTONES



1996

Registered as a society



1999

Opening of Life Student Care in Hougang



2001

- Member of National Council of Social Service (NCSS)
- Opening of Life Student Care in Sengkang

2002

Registered as a Charity

2003

- Conferred Institution of Public Character (IPC) status
- Certificate of Recognition for the Family Life Ambassador Programme



2004

Launch of Friends of Children Programme



2005

- Awarded Best Grandparenting and Intergenerational Bonding Programme
- Opening of Life Student Care in Yishun

2014

- Opening of Activity Centre in Kallang Leisure Park (ceased w.e.f. 31 Mar 2023)
- Friends of Nan Chiau High School Award
- Against Family Violence Appreciation Award

2013

Inaugural Run for Life

2012



Opening of Life Student Care in Meridian Primary School (ceased w.e.f. 31 Dec 2020)



2009

Opening of MightyKids, Families & Community centre in Telok Blangah

2008

- Featured in The Straits Times "Group helps kids whose parents are in prison"
- Letter of Commendation from Prison Link Centre (Changi)



2007

Launch of Friends of Youth Programme

2006

- Featured in The Straits Times "Charity at Home"
- Letter of Commendation from Singapore Prison



2016

- 20th Anniversary Commemorative Book launched by Mrs Mary Tan
- Launch of EduGrow for Brighter Tomorrows programme (Collaboration with The Hut Limited) (ceased w.e.f. 31 Dec 2025)

2017

- Inaugural Christmas Extravaganza
- Appointed KidSTART partner agency by ECDA (ceased w.e.f. 31 Mar 2020)



2018

- Inaugural KidSTART Family Day in partnership with ECDA
- CARE Network Children Support Programme
- Opening of Life Student Care in Park View Primary School (ceased w.e.f. 31 Dec 2023)

2019

- 2nd KidSTART Family Day in partnership with ECDA
- Learning Is Fun and Engaging (LIFE) Programme (with Temasek Foundation Nurtures)

2020

- Partner agency for MOE Uplift Programme Office Telebefriending services (Dazhong Primary School) (ceased w.e.f. 20 Nov 2020)
- Presented a virtual workshop at the European Mentoring Summit in Barcelona

2026

30th Anniversary & Appreciation Dinner



2025

- Life Student Care in Pasir Ris (Collaboration with Presbyterian Community Services)
- Transformation Sustainability Scheme (TSS)
- Awarded President's Challenge 2025
- Started Counselling Team
- Presented a workshop at the 2025 National Mentoring Summit in Washington D.C.

2024

- President's Volunteerism & Philanthropy - City of Good Award
- Charity Transparency Award 2024
- Awarded President's Challenge 2024

2023

- Charity Transparency Award 2023
- Launch of RCSW Aspire Award



2022

- Charity Transparency Award 2022
- Launch of Friends2Gather Programme

2021

- 25th Anniversary Commemorative Book launched by Mr Desmond Lee
- New Vision: Every child, the best that they can be

CHAIRMAN'S MESSAGE

Dear Friends and Supporters of Life Community

I would like to express my heartfelt gratitude to each of you for your generous contributions, unwavering support, and partnership throughout the past year. As I reflect on all that has been accomplished, I am reminded that it is only by God's grace that we have come this far. I thank Him for His faithfulness and provision, and I am deeply grateful for the impact that we, as the Life Community family, have made in the lives of children and youth across Singapore.

I continue to be humbled and inspired by the resilience, courage, and determination of those we serve. The compassion and dedication demonstrated by our staff, volunteers, and supporters towards the children and young people under our care encourage me greatly and strengthen my commitment to this mission.

We live in a world marked by uncertainty, conflict, and division. More than ever, there is a need to break down barriers, extend kindness, and demonstrate love to one another. Here in Singapore, our society is also facing growing challenges, including mental health concerns and the increasing need for meaningful mentorship and support. In this environment, Life Community strives to be a beacon of hope, offering guidance, encouragement, and practical assistance to those who need it most.

While Singapore is widely recognised for its high standard of living, it is important to acknowledge that many individuals and families continue to struggle quietly. Not every child is born into a stable or well-resourced family environment. Life Community exists to help fill these gaps by extending a helping hand to vulnerable children and youth. Our work focuses on ensuring that young people remain engaged in their education and have access to the resources, support, and opportunities they need to complete secondary school and, where possible, pursue further studies at ITE, polytechnics, universities, and other tertiary institutions.

Our work is founded on the belief that it takes a village to raise a child. We cannot do this alone. Together, we rely on the power of God's love to flow through our community, touching lives, restoring hope, and creating opportunities for brighter futures.



At Life Community, we embrace the vision of "Every child, the best that they can be." Our approach is simple yet profound: we invest in young lives through mentoring, support, and encouragement, helping them discover their potential and build a future filled with promise and possibility.

As we look ahead, our hope remains steadfast. We are committed to our mission, knowing that every act of kindness, every hour volunteered, and every dollar donated contributes to lasting transformation. When combined, these efforts create a powerful impact that changes lives and strengthens communities.

In this annual report, I invite you to be inspired by the stories of our volunteers, partners, and supporters who faithfully dedicate their time, talents, and resources to serve others. You will also see how many of the young people who once received support are now reaching out to help others in return—living examples of hope multiplied through community.

As we continue this journey together, I am encouraged by the words of Scripture:

"Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up."
— Galatians 6:9

Thank you for your continued trust, generosity, and partnership. May God richly bless you and your family as together we work to build a brighter future for every child.

Nicholas Goh

CEO'S MESSAGE

“Don’t ever let yourself get so busy that you miss those little but important extras in life—the beauty of a day, the smile of a friend, the serenity of a quiet moment alone. For it is often life’s smallest pleasures and gentlest joys that make the biggest and most lasting difference.”

— John Henry Newman

I came across this quote recently, and it made me pause a little.

Life in Singapore can be very busy. There is always something to attend to, something to decide, something that needs to be done. The past 13 years at Life Community have been much the same—full and often demanding, but also meaningful. Looking back, I am thankful, and I also recognise God’s hand in many moments along the way.

A child slowly growing in confidence. A young person beginning to see hope for their future. Hearing a parent say, “Things are better now”. Colleagues stepping in to support one another without being asked. These are the moments that remind us why we do this work.

Amongst many other things, this year, we were encouraged by national recognition. Our Life Mentors! programme was selected under the President’s Challenge 2025, through a successful funding application under the patronage of President Tharman Shanmugaratnam. We are deeply grateful for this support to scale our programme. It is an affirmation that we are on the right path. At the same time, we see it as something that belongs to many—our staff, volunteers, partners, donors, and Board members who have stayed faithful and walked this journey with us over the last 30 years.



To all our donors, volunteers and partners, thank you. Your trust and generosity allow us to keep this work going quietly and steadily, especially for children and families who need preventive and long-term support.

Over the years, colleagues have come and gone, as is natural in any organisation. I’m grateful for each of them and the part they have played in this journey, big or small. But the cause has not changed. We are still here for the VIPs of our next generation, walking alongside them so they can grow into the best version of themselves.

As we look ahead, the needs around us are becoming more complex, and the environment more challenging. We will need to keep strengthening how we work, how we support our people, and how we partner with others to extend our reach.

With your continued support, I believe we can stay focused on our purpose and continue to make a meaningful difference — not just for this generation of children and families, but also in how they grow up and eventually shape the next generation after them. In that way, what we are doing today can continue to carry forward.

Together, we pass on a legacy of giving and sharing.

To God be the Glory.

Lam Moi Kwai

CHILD-CENTRED MENTORING: THE TRANSFORMATIVE POWER OF A CARING MENTOR

When 10-year-old Carol learnt that her mentor, Kristine, would need to step away after three years together, her sadness was immediate and heartfelt. For Carol, Kristine had become more than someone she met regularly — she was a trusted adult, a listening ear, and a steady presence in a life often marked by change.

Throughout their mentoring journey, Carol and Kristine built a strong bond through simple, meaningful moments. They spent time reading, painting, playing educational games, and sharing meals together. In these mentoring sessions, Carol found safety and acceptance. She opened up about her struggles at school, friendship issues, and conflicts with her brother. Kristine listened patiently, helping Carol name her emotions, build self-confidence, and develop healthier ways to manage her feelings.

For Carol, whose parents juggle demanding breadwinning responsibilities, having a consistent and caring adult made a profound difference. Kristine's understanding of Carol's sensitive nature and emotional regulation challenges helped Carol feel seen, valued, and supported. Through this relationship, Carol gained something precious — a trusted, stable adult figure who walked alongside her during a crucial stage of her development.



This is the quiet yet powerful impact of child-centred mentoring.

When Kristine needed to pause her mentoring journey due to family caregiving responsibilities, Life Community supported both mentor and mentee through a thoughtful and intentional closure process. Carol was gently guided to understand that life has different seasons, and that caring for loved ones is also an expression of love. Today, Carol has been matched with a new mentor and eagerly looks forward to her weekly sessions, carrying forward the confidence and resilience she has developed.



Stories like Carol's reflect the heart of **Life Community's child-centred mentoring** programmes. We support children and youth from disadvantaged backgrounds through an **intentional, evidence-informed mentoring framework**, premised on a longer-term (one year or more) **relationship journey** between a child and a volunteer mentor which acts as a positive adult figure in their lives. Our framework focuses on **four key domains of growth — socio-emotional, behavioural, cognitive and physical** — with processes and procedures to ensure that mentors are equipped to meet each child where they are and support their growth and development.



Training and Onboarding

Preparing Mentors for Success

- Connect 1 & Connect 2 core modules
- Elective learning pathways
- Stage-based skills development
- Strong onboarding foundation

Mentor-mentee Matching

Thoughtful Relationship Pairing

- Staff-facilitated matching
- Guided by clear criteria
- Child-centred best-fit approach
- Sets the relationship up for success

Mentors Circles

Learning Together

- Peer learning sessions
- Experience sharing
- Knowledge exchange
- Mutual support and encouragement

Accountability and Risk Management

Supporting children safely

- Engagement chat groups with parents
- Ongoing staff oversight
- Safe environment review

Volunteer Screening

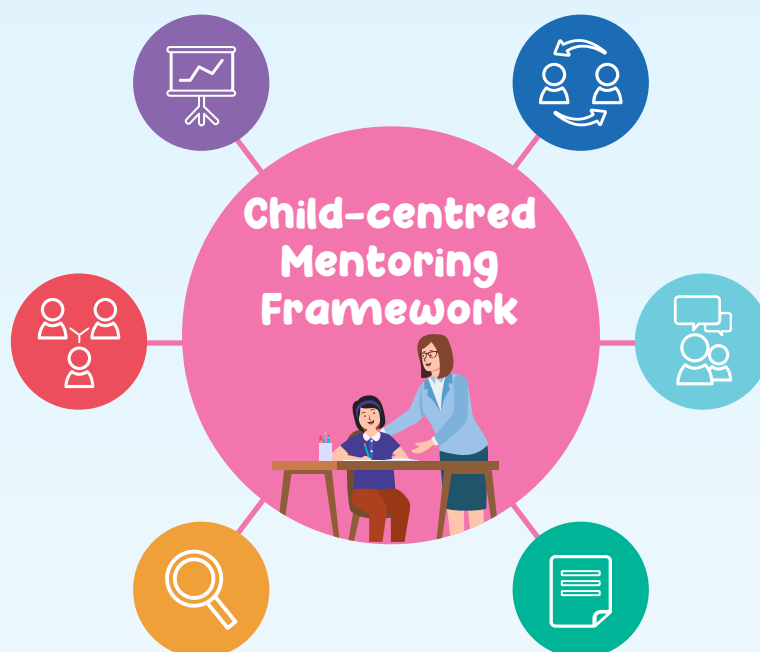
Recruiting the Right Mentors

- Careful screening and selection
- Values, commitment and suitability assessment
- Best-fit volunteers identified

Check-ins and Formal Reviews

Supporting Mentors Throughout

- Regular check-ins
- Formal reviews
- Guidance and coaching
- Intervention planning when needed

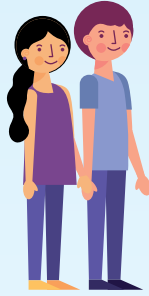


IMPACT AT A GLANCE



851

Service users



1417

Volunteers



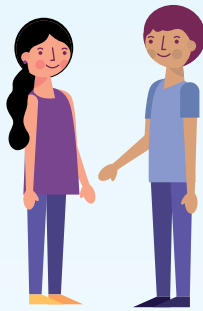
162

Mentors



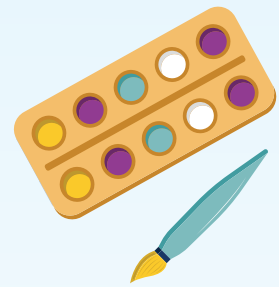
2499

Mentoring
manhours



37

Service-based
volunteerism
partnerships



1993

Activities
conducted



70

Total staff
strength

★ Highlights of the Year



CELEBRATING 30 YEARS OF IMPACT: OUR 30TH ANNIVERSARY & APPRECIATION DINNER

On 28 March 2026, Life Community marked a historic milestone as we gathered to celebrate our 30th Anniversary and Appreciation Dinner. Guided by the theme, “Sowing Seeds, Building Dreams”, it was a momentous evening that brought together over 380 cherished members of our community – including our steadfast partners, generous donors, dedicated volunteers, alumni, former staff, and many of the children we serve. We were deeply honoured to have Dr Tony Tan Keng Yam and Mrs Mary Tan grace the occasion as our Guests-of-Honour.

The atmosphere throughout the night was defined by a profound sense of sincerity, warmth, and love. Through heartfelt testimonies, moving performances, and inspiring acts of service, our children and alumni beautifully reminded us of the lives we have had the privilege of journeying with and witnessing transform over the last three decades. Every story shared was a beautiful testament to the seeds of hope planted years ago, now blooming into vibrant dreams.

We were especially moved to see one of our alumni return to volunteer as the night’s Emcee and photographer. In a touching moment, he surprised his former mentor with a heartfelt gift and a thank-you speech that moved his mentor’s heart. This beautiful tone of gratitude continued as our long-serving mentors, upon receiving their awards, were surprised on stage by their mentees, who came specially to present the awards and courageously express their thanks before the large audience.

In the same spirit of courage, three youths from our FOCY programme overcame their stage fright to dedicate a song and share their personal testimonies for their mentors, while thirty of our young children poured their hearts into weeks of practice to deliver an inspiring finale dance to the song “A Million Dreams”. Many of our guests warmly remarked on the wonderfully “down-to-earth” spirit of our team, noting that the evening felt less like a formal corporate event and more like a cozy, joyful reunion of a large, dedicated family.





The success of the evening was a result of strong teamwork across all levels. Behind the scenes, staff and volunteers united, pouring their unique talents and hearts into every detail to ensure the night was deeply meaningful for all. This collective effort perfectly mirrors how Life Community has operated for the past 30 years: working hand-in-hand, united in heart, to shelter, support, and uplift the vulnerable members of our community.

As we look back on this milestone, our hearts overflow with deep gratitude and fresh vigour. While we celebrate how far we have come, we are keenly aware that our journey of sowing and building is far from finished.

To our children, families, partners, and co-labourers—thank you for these three extraordinary decades of walking together as one big family. It has been an absolute privilege.

Here's to many more years of nurturing hope, sowing seeds of love, and building the dreams of tomorrow, together. Cheers!



CHRISTMAS MARKET

Love Came Down at Christmas: A Journey Around the World

This year, our annual Love Came Down at Christmas celebration took on an exciting new format with our first-ever “Around the World” Christmas Market. Our children and families embarked on a global adventure, “travelling” across 20 countries and enjoying 15 fun-filled activities inspired by cultures and traditions from around the world.

The event was filled with laughter, curiosity, and joy as children collected passport stamps, explored new games and crafts, sampled international cuisine, and learnt about countries beyond our shores. Through these experiences, families celebrated diversity while creating precious memories together.

A special highlight of the evening was the Christmas light-up, featuring Christmas trees lovingly designed by children from each of our centres. Their creativity transformed the venue into a vibrant display of hope and celebration, reminding us that every child carries a unique light worth shining.



The festive atmosphere was further enlivened by heartfelt performances from our clients, including father-son duo Brown Sugar, a group of mothers who sang carols, children who showcased their talents through song and dance, and our alumni band Velvet Concord.

We were honoured to welcome our Patron and Guest-of-Honour, Mr Desmond Lee, Minister for Education, whose presence brought warmth and encouragement to our children and families.

Thank you to everyone who helped make this festive celebration a truly meaningful and memorable evening for our community!



GOLF FOR LIFE 2025

Golf for Life 2025 was successfully held on 27 June 2025 at Tanah Merah Country Club, bringing together 36 golf flights and 160 dinner guests in support of our shared mission. We were honoured to welcome Mr. Seah Kian Peng, Speaker of the Parliament of Singapore, as our Guest-of-Honour.

The event saw strong participation and support from both new and returning donors, reflecting the continued commitment of our community and partners. Contributions were raised through golf flights, donations, and an expanded range of auction items, which generated encouraging interest and engagement from attendees.

Beyond fundraising, the event created meaningful opportunities to connect our guests with our cause. A highlight of the day was the involvement of our children from Sengkang LSC—whose performances during lunch brought warmth and energy to the occasion. Their presence on the course, cheering on golfers as they teed off, added a heartfelt and memorable touch that resonated deeply with participants.



We also gave opportunities to our children to learn new skills and showcase their talents during the dinner segment of the event. One of our brave MKFC children took up the mike as a co-emcee, while our FOCY youth band “Velvet Concord” performed “Yellow” by Coldplay and three Yishun LSC girls played the traditional Chinese string instrument “Ruan”.



Golf for Life continues to be more than a fundraising event; it is a meaningful platform that brings together donors, partners, staff, and beneficiaries in a shared experience of purpose. It allows us to showcase the impact of our work while strengthening relationships that are vital to supporting children and families in need. We are grateful for the generous support of our donors and partners that made this event possible.



STRENGTHENING MENTAL HEALTH SUPPORT



April 2025 marked a significant milestone for Life Community, as we established a Counselling team to support the mental health needs of our children and youth. With the support of a President's Challenge grant, our Senior Counsellor began working with our Programme teams to embed mental health care across our services.

Working closely with staff and caregivers, the team walked alongside children facing challenges such as anger, disruptive behaviours, school refusal, and family conflict. Consultations created space for staff to share experiences and explore strategies that strengthened parenting confidence and supported children's emotional needs.

With onsite counselling now available across our centres, we are able to provide timely care for our children in familiar settings with trusted staff around, overcoming barriers related to the external referral process. Through a blend of talk therapy and creative therapeutic approaches, children were supported in navigating issues such as peer relationships, hyperactivity, and academic resistance. For neurodivergent children, a team-based approach offered new ways to connect, while caregivers shared that they felt less alone in their journeys.

Staff training and supervision further equipped our practitioners with tools to support case management, emotional regulation and child-parent communication. The team also introduced a pilot Mental Wellness programme which leveraged off dance as a medium for building resilience and confidence, demonstrating that mental health support can take creative forms.

In this first year, the Counselling team has served children and youth in four core programmes, and also conducted counselling sessions for parents/caregivers who needed support.

Partnering for care, growing in hope—this continues to guide our work to support the mental health of our clients.



CELEBRATING 10 YEARS OF EDUGROW



A meaningful ten-year partnership between Life Community and The Hut Limited came to a close in December 2025, marking a decade of shared purpose and impact for our EduGrow For Brighter Tomorrows programme. What began as a commitment to provide mentoring for children living in the rental blocks of Marine Parade grew into a journey of encouragement, guidance, and steadfast support—walking alongside many young lives as they navigated their growing years.

Over time, the EduGrow partnership became more than a programme. It fostered a community of mentors, staff, and children, bound by relationships built on trust, care, and consistency. Many children found not just guidance, but a sense of belonging and hope for the future.

To commemorate this milestone, a 10th anniversary celebration was held in December 2025—bringing together past and present staff, mentors, and mentees. It was a joyful yet heartfelt evening, filled with shared memories, laughter, and quiet reflections on lives touched over the years.

Though the partnership has drawn to a close, its impact continues to live on in the relationships formed and the journeys shaped. We are deeply grateful to The Hut for a decade of strong partnership and are privileged to have served the children of Marine Parade together.



CLG CONVERSION & DIGITALISATION



Successful transition from a registered Society to a Company Limited by Guarantee

A significant milestone this year was our successful legal entity conversion from a registered Society to a Company Limited by Guarantee (CLG), effective from 1 April 2026.

The restructuring was undertaken to strengthen our governance framework, enhance organisational sustainability, and support the continued growth of our programmes and services. Operating as a CLG provides a more robust corporate structure, with clearer governance and accountability mechanisms that support the effective stewardship of our resources and charitable activities.

While our legal structure has changed, our mission, charitable objectives, and commitment to serving our beneficiaries remain unchanged. We believe this transition positions us well for long-term sustainability and enables us to better meet the evolving needs of our stakeholders and the community.

Although the new CLG entity was incorporated in March 2025 and we obtained charity status for the CLG in September 2025, we continued to run all our programmes and activities through Life Community Services Society for the full financial year-ended 31 March 2026. All programmes and activities were transferred to the CLG on 1 April 2026.



Digital Transformation - Donor Management System

In 2025, we successfully implemented a Donor Management System (DMS) with funding support from the Transformation Sustainability Scheme (TSS) administered by the National Council of Social Service (NCSS). This initiative forms part of our ongoing efforts to strengthen organisational capabilities, enhance donor stewardship, and improve operational efficiency through digital transformation.

The DMS provides a centralised platform for managing donor records, tracking donations, facilitating donor engagement, and generating management reports. The system has streamlined administrative processes, improved data accuracy and accessibility, and strengthened our ability to maintain meaningful relationships with donors and supporters.

The implementation of the DMS has also enhanced our governance and fundraising capabilities, enabling more effective resource management and supporting our long-term sustainability. We remain committed to leveraging technology and innovation to better serve our clients and advance our mission.





Programmes



Together,
Let's build

FRIENDS OF CHILDREN AND YOUTH



Friends of Children and Youth (FOCY) supports children and youth from 6 to 21 years old, whose parent/s are presently or were formerly incarcerated. FOCY supports our clients through case management, socio-emotional support, care support and educational support. The programme aims to increase resilience in children and youth and lower the risk of intergenerational offending.



150

No. of children & youth served



71

No. of parents/ caregivers served



55

No. of incarcerated parents supported



305

No. of Activities



44

No. of volunteers

59%

of children & youth showed increased school engagement and improved attendance

100%

of children & youth in a mentoring scheme developed quality relationships with their mentors

Our services

- Case management
- Mentoring schemes
- Milestone Prison Visitations
- Academic support
- Group activities
- Caregiver support sessions
- Family bonding activities



Key Programme Highlights

Milestone Prison Visitations

The Milestone Prison Visitations (MPV) is a new initiative designed to restore and strengthen parent-child relationships disrupted by incarceration, through intentional facilitated sessions between children and their incarcerated parents. The MPV journey uses Restorative Practice principles to help children reconnect with their incarcerated parents at key moments in their lives, such as birthdays and other milestones.

2025 Restorative Practice Conference

FOCY presented at a workshop at the 2025 Restorative Practice Conference in October 2025. We shared our MPV initiative with about 60 participants, highlighting the value of MPV's intentional facilitated approach to restore parent-child bonds affected by the pain of incarceration.

Care Network Summit 2025

We presented a poster on our work, spotlighting the Milestone Prison Visit initiative. We were encouraged by Life Community's mention in The Straits Times as a valued Care Network partner supporting inmates and families affected by incarceration.



Family bonding events

We help children and their families nurture closer relationships and create meaningful shared moments through family bonding events. This year, we organised a Bird Paradise outing and a board games family session, and we hope to do more next year.



Music Interest Group

The Music Interest Group continues to grow as a warm, pro-social community for our youths. Guided by volunteer coaches, they develop musical skills alongside strong, supportive friendships. As their confidence grew, our youths stepped beyond comfort zones, performing at events and even sharing personal testimonies for the first time, celebrating courage, connection, and growth together.



“Understanding Emotions” Workshop

Recognising the importance of building emotional awareness and healthy coping skills from a young age, we organised an Emotions Workshop for primary school children, adopting a hands-on, experiential learning approach to impart strategies and coping techniques to support emotional resilience.

MIGHTYKIDS, FAMILIES & COMMUNITY

MightyKids, Families & Community (MKFC) serves children and youth from 4 to 16 years old by providing a safe and nurturing space at our drop-in centre in Telok Blangah. We focus on mentoring children and youth through an array of enriching and educational activities that support their holistic development. MKFC focuses on four core mentoring schemes, namely Life! Mentors, Life! Readers, Life! Sports and Life! Learners.



118

No. of children & youth served



31

No. of parents/ caregivers served



456

No. of Activities



295

No. of volunteers

58%

of children & youth who regularly attended our programmes reported improvement in youth development competencies

85%

of children & youth developed quality relationships with the mentors

Our services

- Case management, including home visits
- Drop-in centre-based activities
- Mentoring schemes
- Parent-child bonding activities
- Life skills workshops
- Interest-based activities

Key Programme Highlights

MKFC SG60 Celebration Community Event

We brought a SG60 spirit of celebration to the community in the month of August with an array of food, games and photo booths for the children and youth to enjoy with their families.



Monthly Birthday Celebrations

We organised birthday events on monthly basis to help children to celebrate their special day to promote their sense of self, especially for those who seldom have the opportunity to do so.



MKFC Values Journey

Through these character-building workshops, we identified four values, with tangible actions, to inculcate in our children. Using a "star reward" system, we used a strength-based approach to strengthen motivation and improve outcomes.

Various Education and Enrichment Workshops Over the Year

Educational workshops and outings, included punch needle and pottery workshops, outings to Bird Paradise, Snow City, Changi Airport, were sponsored by our committed corporate and institutional partners such as SLNG, Kuok Group Singapore, SMU Caretalyst, Mt. Hermon Bible-Presbyterian Church.



Inaugural Sepak Takraw Competition

A former client turned national athlete, Ms Ezzaty, inspired our children & youth as coach and referee in this friendly competition. Her journey was a powerful reminder to our youths of what they, too, can achieve with perseverance, hard work and belief in themselves.



Giving Back to the Community

"Give back" collaborations were organised with like-minded social service partners to cultivate a volunteerism spirit to encourage our children to give back to the community.



LIFE STUDENT CARE



Life Student Care (LSC) provides quality after-school student care services to primary school children whose parents require additional support. We focus on the total development of the child in a safe and caring environment which seeks to nurture their growth and development. As part of our “SPICES” framework, we support our children with activities focusing on the Social, Physical, Intellectual, Creative, Emotional, and Spiritual (Moral) aspects of their well-being.



383

No. of service users



266

No. of families supported



690

No. of activities



663

No. of volunteers

Our services

- Supervision and support for academic needs
- Additional literacy and tuition for slower learners on 1-1 basis
- Character-building workshops to cultivate good values
- Enrichment workshops, such as arts & crafts, sports, music sessions
- Experiential kinesthetic activities
- Educational outings
- Group activities
- Nutritious lunch and tea-breaks



Key Programme Highlights

Sunlife Hoops & Health Basketball Programme

We introduced a weekly basketball programme for our children at Hougang and Sengkang centres. Through the Sun Life Hoops & Health programme, our children discovered more than just a love for basketball — they grew in skill and physical fitness, while learning the value of healthy habits, sportsmanship, teamwork, leadership and perseverance.



Strategic partnership with Deutsche Bank

Our strategic corporate partner, Deutsche Bank, continues to support our cause with enriching activities for our children. Across our centres in Hougang, Sengkang, Yishun and Pasir Ris, alongside MKFC, more than 100 children shared meaningful moments with 146 Deutsche Bank volunteers through a series of engaging workshops and activities over the year, including badminton and bowling to educational outings and festive-themed games.



Singapore Management University (SMU)

For the past 5 years, SMU's Caretalyst Club has partnered us through Project YOLO and Project Illuminate with educational and interesting activities. This year, our children engaged in heritage-themed outings and hands-on science sessions, fostering curiosity, teamwork, confidence, and social-emotional growth through meaningful, guided learning.



GenAI Art Programme

Through a partnership with Hatch Academy and UOB volunteers, over 120 children across Sengkang and Hougang explored generative AI through interesting and engaging workshops. They created characters and stories using digital tools, demonstrating excitement, curiosity, and a strong passion for creative learning.

Launch of AI-powered learning platform

At LSC Pasir Ris, learning took on a new meaning in early 2026 with the introduction of Luminee Learning — an interactive learning platform designed to build confidence, independence and a love for learning. Powered by an AI coach and personalised support, it offers each child a learning journey tailored to their pace and needs.



Committed Corporate Partner Support

Various educational and enrichment workshops and outings were organized by our faithful corporate partners, including CS CDC, Citibank, Goldman Sachs, JP Morgan, SportCares, Singapore Youth for Christ, SportCares, The Resonance Project and Zion Presbyterian Church. These activities collectively support the development of our children in different domains.

FRIENDS2GATHER



Friends2Gather is a social mobility ComLink+ programme that seeks to give every child an opportunity to develop to their fullest potential. Through its child-centred mentoring approach, each child will be supported with a trained positive adult role model (volunteer mentors), to build strong foundations in their socio-emotional, behavioural, cognitive, and physical well-being, enabling them to thrive in adulthood with a desire to mentor their next generation.



40

No. of children
& youth served



33

No. of parents/
caregivers
supported



68

No. of activities

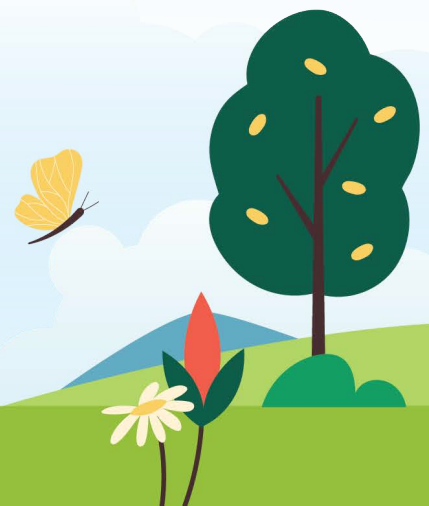


145

No. of volunteers

Our services

- One-to-one mentoring
- Group mentoring
- Family bonding activities



Key Programme Highlights

Weekly One-to-One Mentoring

Through one-to-one mentoring, children are paired with committed volunteer mentors who journey alongside them with consistency, encouragement, and care. Whether in the community or through our school-based partnership with Yu Neng Primary School, these mentoring relationships provide a safe space for children to build confidence, develop resilience, discover their strengths, and navigate life's challenges.



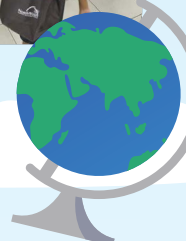
Sports Mentoring

In partnership with SportCares' FUN Starters Programme, children experienced the power of sports as a platform for growth and mentorship. Over the year, they learnt both floorball and street dance, developing teamwork, perseverance, discipline, and confidence while building positive relationships with caring mentors and coaches.



Intentional Learning Experiences

We believe that some of life's most valuable lessons are learnt through meaningful experiences. Throughout the year, children participated in engaging, hands-on activities designed to build practical life skills. Through experiences such as emceeing and the Breakfast Budget Challenge, they learnt basic financial literacy, teamwork and responsible decision-making in a fun and relatable way.



Family Bonding Events

Strong families provide the foundation for children to thrive. Throughout the year, families came together for meaningful bonding opportunities such as our Family Bowling Night and Year-End Celebration. Beyond the fun and laughter, these gatherings created space for families to reconnect, strengthen relationships and build friendships with one another. They also fostered a greater sense of belonging within the Friends2Gather community, reminding every family that they are supported and valued.



Cultural Celebrations

Celebrating cultural milestones has become a cherished tradition at Friends2Gather. Through occasions such as Hari Raya and National Day, children and families learn to appreciate Singapore's rich diversity while creating joyful memories together. These celebrations promote inclusion, gratitude and mutual respect, providing opportunities for families from different backgrounds to connect and celebrate as one community.



EDUGROW FOR BRIGHTER TOMORROWS



EduGrow for Brighter Tomorrows is a child-centric, early intervention programme that aims to propel children (Kindergarten 1 to Primary 6) from vulnerable, lower-income families on a path of social mobility through mentoring, group academic coaching and parents' engagement. This is a joint project with The Hut Limited. The programme closed its planned 10-year partnership with The Hut on 31 December 2025.



34

No. of children
& youth served



474

No. of activities



39

No. of volunteers

100% of children & youth enjoyed spending time with their mentors

80% of children attained at least one socio-emotional core competency

Our services

In this partnership, LCSS managed and coordinated the mentoring programme and related processes, comprising the recruitment of new volunteer mentors, screening procedures, training workshops, onboarding of new mentors to LCSS, check-ins and formal reviews with mentors, as well as Mentors' Circles. These processes were supported by The Hut. The mentor-mentee matching procedures were jointly carried out with The Hut.



Key Programme Highlights

10th Year anniversary event

A meaningful ten-year partnership between Life Community and The Hut Limited concluded on 31 December 2025, marking the end of a decade of shared commitment and impact. To celebrate this milestone and honour the successful collaboration, a 10th-year anniversary commemorative party was held on 10 December 2025.

Mentors' Circles

We organized 2 sessions of Mentors' Circles, with a focus on stress management, to equip mentors with tools and tips to help their mentees manage stress. It was an enriching time of learning together to enhance our mentors' skill sets.



EduGrow transition and closure

To prepare for the closure of the EduGrow partnership, The Hut and LCSS spent considerable time from June 2025 to formulate transition plans and communication strategies to ensure a seamless transition for the mentors to move to The Hut. We also instituted regular status update meetings to ensure appropriate senior oversight over the recruitment and transition plans.



Life! Mentors Learn & Share training sessions

We conducted 4 sessions of our Learn & Share Connect 1 training module for new mentors, and one session of Connect 2 for experienced mentors to help them further build their mentoring competencies and skillsets.





Impact Stories



LifeX
Student Care

RESTORING FAMILY BONDS THROUGH MILESTONE PRISON VISIT

Through our Milestone Prison Visitation (MPV) initiative, FOCY facilitated a visit for Jane to see her father in prison for her birthday. Before this, their interactions were limited and emotionally distant, and Jane had expressed feelings of disappointment and sadness, as she had witnessed her father's arrest. The MPV provided a safe, intentional space for honest emotions to be shared and provided a pathway for meaningful reconnection, allowing father and daughter to share heartfelt moments. The visit was moving for father and daughter. When Jane's father sang her a birthday song, both became emotional, yet he tried to make her laugh. After the visit, Jane's mother noticed a visible change in her – she became more at ease with her father, initiating conversations, joking with him, and even offering hugs. Their exchanges grew more frequent and warmer.

When Jane's father was released in November 2025, he reunited with the family and, despite social anxiety, took a courageous step by attending a FOCY-organised family bonding activity. Since then, he has worked steadily, contributed to household responsibilities, and shown care through everyday actions. Today, the family enjoys a more stable, joyful home marked by warmth, laughter, and renewed hope.



Jane's Testimonial

"Overall, the visit was a positive experience. One of the more significant moments for me was when my father sang me a birthday song. This made me happy and sad at the same time. I felt happy and touched because I was able to see him when it was almost my birthday and received a wish from him. Receiving a birthday wish from my father was important to me as it is a special day for me because it is the day that I was born. I also felt sad because my father was unable to be physically present with me on my actual birthday. The visit also helped me to be less scared when speaking to him about my feelings. Before the visit, my main obstacle was fearing that I would say something to hurt him. While I still have some fear, it is significantly less."

Father's Testimonial

"The visit with my child has improved our relationship. I feel relieved that I was able to talk things through with my daughter and it helped me to better understand her needs and emotions especially when her wish for me was to change and to show my improvement through my actions instead of just saying it."



FROM FRAGILE BEGINNINGS TO FLOURISHING POTENTIAL

Huda joined MKFC in December 2023 at just six years old, shortly after undergoing a major transplant surgery. Frail and still recovering, her participation was initially limited, but she remained quietly present alongside her older brother, Ismail.

Raised by a single mother who speaks little English, Huda's family has faced significant challenges. Yet through patience, trust, and the support of a few agencies, a strong partnership was formed. Her mother has been open and receptive to receiving support, and she has consistently expressed quiet gratitude through her cooperation and trust.



As Huda's health improved in 2024, her mother finally agreed to enroll her to MKFC's Life! Readers mentoring scheme to strengthen her literacy skills, as she had missed a year of school. Using a one-on-one approach, Huda was matched with her mentor Lai Kin. With her caring presence and patience, Lai Kin began to guide Huda to build her fundamentals in reading and develop a stronger interest in learning. This helped to build her self-confidence over time. Huda came to each session in good spirits and was committed to her regular mentoring sessions over 2025. By early 2026, Huda has made a full recovery and it is gratifying to see her slowly blossoming into a confident, cheerful girl — a testament to resilience, care, and hope restored.

A LETTER TO MY MENTOR

Hi Teacher Gareth (DB reading buddy),

I just want to take a moment to thank you for being my mentor over these past three years.

When I first met you, I thought you were tall, and I was excited to get started. I also felt a bit worried and anxious at the beginning, but you made the journey so enjoyable. One of the joys for me was being able to read the books I wanted, even when I couldn't read most of the words at first. You always helped me understand and pronounce the words, which made reading so much fun.

Some milestones I remember are:

- In P1, I started reading simple books with three sentences.
- In P2, I could read more confidently.
- In P3, I enjoyed reading long paragraphs and full stories.



Some of my most memorable moments are spending time with you, learning new words, and understanding stories better. I also really enjoyed the times when you let me watch YouTube to relax my mind.

I really appreciate you — you are kind, patient, and always let me read the books I like. Because of you, I have learned to be confident in reading.

To anyone considering volunteering or supporting Life Community, I would say it's important to be kind and respectful.

Thank you so much for your effort, patience, and guidance. You spent time preparing lessons and waiting for me to think of the right words. I'm also grateful for the gifts you gave me. You have helped me become a more confident person, and I will always remember our time together.

Thank you again!

Johnny



FINDING HER VOICE

When Alice first joined the Friends2Gather (F2G) programme in 2022, she was a quiet and reserved 9-year-old who often preferred to observe from the sidelines. Growing up in a single-mother household, she had experienced significant instability within her family from a young age. As the eldest of three siblings, she was often overshadowed by her more outgoing sisters. Expressing her emotions and participating in group activities did not come easily, and she needed gentle encouragement to step out of her comfort zone.

Through regular one-to-one mentoring, Alice was paired with caring mentors who journeyed alongside her with patience, consistency and encouragement. Over time, a trusting relationship took root, giving her the confidence to share her thoughts, try new experiences and connect more openly with others.



One memorable milestone came when Alice confidently co-hosted Senior Minister of State Mr Tan Kiat How during the year-end celebration, proudly introducing him to the different activity booths. For a child who once hesitated to speak up, it was a powerful reflection of how far she had come.

Today, Alice actively participates in group activities, eagerly embraces new experiences such as cooking and dancing, and engages comfortably with both peers and adults. Her school teacher has also observed her growing confidence and willingness to contribute in class.

Alice's journey is a reminder that lasting change takes time. Through the consistent presence of mentors, programme staff and community partners, she has grown into a more confident, resilient and expressive young person. Her story reflects the heart of Friends2Gather: nurturing children through trusting relationships, so they know they are supported today and empowered to thrive.



VOLUNTEER VOICES



With Gratitude to Our Volunteers

Behind every child's journey is a volunteer who chose to show up—with time, heart, and a willingness to walk alongside them. We are deeply thankful for all our volunteers – individual mentors, corporate partner, university students, community partner and many others - who have stood with us this year. Their contributions go far beyond support—they make our work possible, strengthening our capacity and extending our reach to more children and youth. From one-on-one mentoring relationships to thoughtfully organised events, their impact is both personal and profound. We are continually encouraged by their commitment and sacrifices. In their own words below, some of our volunteers share what this journey has meant to them.



"Volunteering with Life Community has become a second home for four years. Supporting my mentee's literacy journey as a volunteer mentor is deeply fulfilling. Her joyful welcome and steady progress inspire me, reminding me that mentoring and education are powerful catalysts for change in families and communities."

Nita Bhaya

Volunteer Mentor since 2022.

"Mentoring with Life Community has been one of my proudest decisions in my life. I have experienced and felt up close the impact we make mentoring the children in our care, and would encourage anyone with an open heart to take the leap. This is an extremely well supported, organised, and meaningful volunteering opportunity."

Clement Yeo

Volunteer Mentor since 2023.



"I am grateful to LCSS for the opportunity to help children and youth achieve better futures. Witnessing their growth from nascent mentoring initiatives to formalized, evidence-informed programmes has been a privilege. I'm glad to have played a small part in co-developing and delivering the volunteer mentor training, empowering others to serve confidently. After more than a decade of service here as a volunteer, I am glad to see this compelling mission continues to impact and transform young lives beautifully."

Dominic Lim

Volunteer Trainer since 2014.

"Mentoring has reminded me that joy is ageless. It is not something we outgrow. It is perfectly okay, even necessary, to enjoy the same things as someone more than twenty years younger, and to meet them in that shared space with sincerity. In this small mentoring relationship, I am reminded that learning is never one-directional. We are all, in our own orbits, shaping and being shaped by one another. And I am thankful to be part of this particular constellation."

Dynn Othman

Volunteer Mentor since 2025.

"For five years, HP Inc. and Life Community have stood together to empower children, not just with skills, but with confidence, resilience, and the belief that their future is full of possibility. When we invest in children today, we invest in a stronger tomorrow."

Jimmy Yeap

Head of CSR & Employee Engagement, HP Singapore.

HP Singapore received a 5-year corporate partner award in March 2026.

The Year Ahead

VISION

Every child, the best that they can be

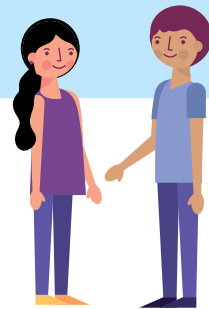
KEY Pillars



Children empowered to thrive



A leading agency in child-centred mentoring



Sustainable partnerships (people, public, private)

GOALS

Every child's developmental needs understood and addressed holistically

Empathetic and supportive family relationships

A virtuous cycle where every child gives back to the community

LCSS as a credible and respected voice in child mentoring advocacy

Comprehensive capabilities & enhanced capacity to serve our clients

Strong governance & organisational health

Strong volunteer relationships that augment human resource needs

Effective and impactful strategic collaborations with government and SSAs

Committed long-term private donors, partners, and stakeholders that support funding needs

THE YEAR AHEAD

As we look ahead, we remain committed to creating brighter futures for children and families through innovative programmes, stronger interventions, and organisational excellence. Guided by our mission and the evolving needs of the communities we serve, the coming year marks an exciting phase of growth and transformation.

A key milestone will be the launch of our new programme in Bedok South, designed to nurture children aged 4 to 14 through meaningful mentoring relationships centred on creative and culinary arts. By providing opportunities for self-expression, discovery, and skill-building, we aim to create a safe and engaging environment where children can develop confidence, resilience, and a greater sense of possibility for their future.

As a leader in child-centred mentoring, we will continue to strengthen our child-centred mentoring framework to ensure that every child receives the right support at the right time. Through enhanced mentoring practices and improved intervention approaches, we seek to deepen the impact of our work and better support children in overcoming challenges and achieving their fullest potential. Alongside this, we will roll out a Mental Wellness Curriculum to provide the foundations for good mental health and greater emotional resilience among our children.



With the support of NCSS through the Transformation Sustainability Scheme, we are forging ahead on our digital transformation journey. By upgrading our systems in different areas and exploring the use of AI-enabled tools, we aim to improve operational efficiency, reduce manual processes, and introduce innovation to service delivery.

As we transition to a Company Limited by Guarantee (CLG), we will further strengthen our corporate governance, accountability, and Board oversight to support the organisation's long-term sustainability and growth. Together with ongoing reviews to strengthen our casework practices, assessment processes, and interventions, we remain focused on building a stronger organisation that is equipped to meet future needs while delivering meaningful and lasting impact.

The year ahead promises exciting opportunities to innovate, strengthen, and grow. Through the collective support of our staff, volunteers, partners, donors, and Board members, we look forward to empowering more children to flourish and building stronger foundations for the future.

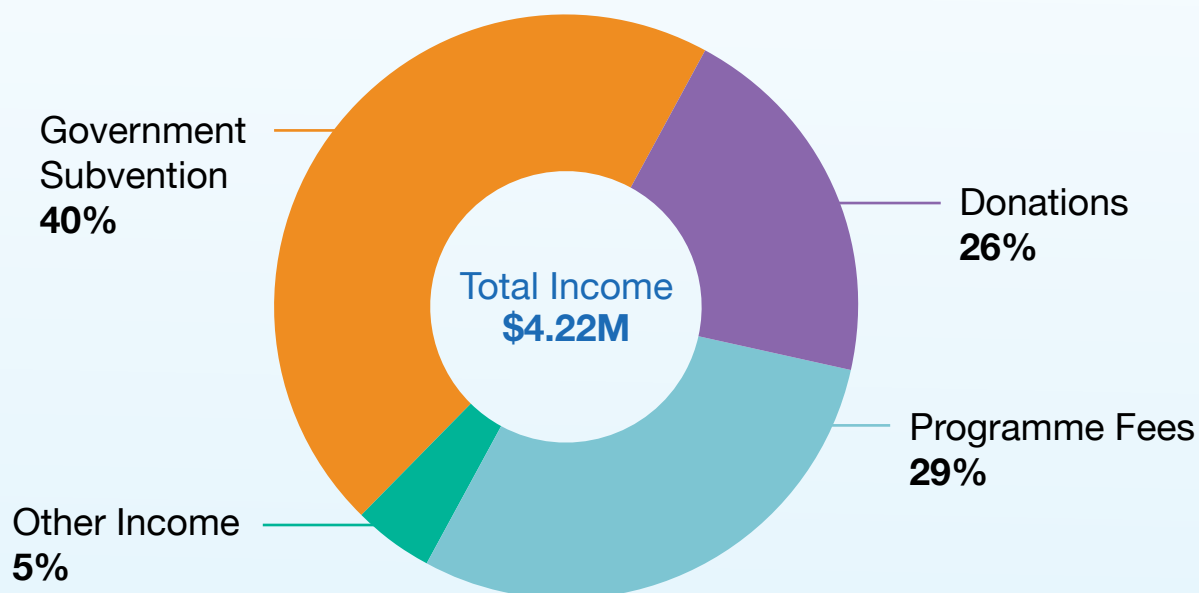
We are thankful to God for the first 30 years of Life Community, and we look forward to serving the children, youth and families in Singapore for the next 30 years and more.



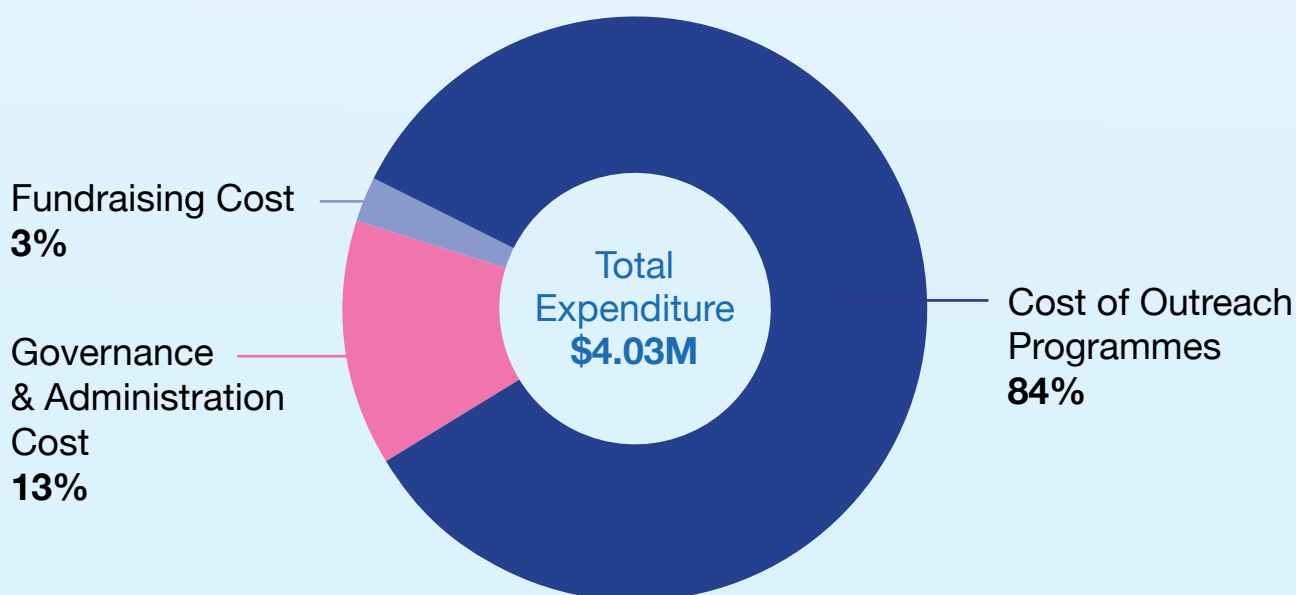
FINANCIAL HIGHLIGHTS

For the financial year ended 31 March 2026

Sources of Income



Distribution of Expenditure





★ Leadership & Governance



PATRON & BOARD



PATRON



Mr Desmond Lee

Minister for Education
Minister-in-Charge of Social Services Integration

BOARD OF MANAGEMENT



Mr Nicholas Goh

Board
Chairman



Ms Ng Mi Li

Board
Vice-Chairman



Mr Raymond Wong

Board
Honorary Secretary



Ms Dawn Tan

Board
Honorary Treasurer



Ms Esther Khor

Board Honorary
Assistant Treasurer



Ms Ashley Low

Board Member



Mr Shaun Tan

Board Member
(Retired on 4 Sep 2025)

The Board serves as stewards of the charity and owns the responsibility of steering towards, as well as overseeing the charity's long-term goals and strategies. The Board also ensures that the charity is run effectively, sustainably, and maintains accountability to all stakeholders of LCSS. It sets and conducts periodic reviews on the vision and mission statements to ensure its intended goals and objectives remain relevant.

BOARD APPOINTMENTS & ATTENDANCE

Board Member/ Current Appointment Date	Current Board Appointment	On The Board Since	Professional Role	Other Charitable Involvement(s)	Atten- dance
Mr Nicholas Goh Appointed 4 Sep 2025	Chairman Chair - 1. Nomination Committee • Overseeing all 6 subcommittees	19 Oct 2011	Founder & Group CEO, Verztec Consulting Pte Ltd	- Honorary Treasurer & Chairman of Finance Committee, Dementia Singapore - Board Member, Global Cultural Alliance	5/5
Ms Ng Mi Li Appointed 4 Sep 2025	Vice Chairman Chair - 1. Human Resource Committee 2. Programmes and Services Committee	30 Jul 2018	Managing Director, Rockbell International Software Pte Ltd Practising Management Consultant	Honorable Treasurer, The Mennonite Church Singapore	5/5
Mr Raymond Wong Appointed 4 Sep 2025	Honorary Secretary Member - 1. Audit Committee 2. Fundraising Committee	22 Sep 2023	Former Senior Director, LinkedIn APAC Marketing	- Community Group Leader, Redemption Hill Church - Board Member and Investor, The Rescue Tribe	5/5
Ms Dawn Tan Appointed 4 Sep 2025	Honorary Treasurer Chair - 1. Finance and Investment Committee 2. Audit Committee Member - 1. Nomination Committee	5 Feb 2021	Founding Director, ADTLaw LLC Commercial and Disputes Lawyer and Arbitrator	- Co-Chair, Law Society of Singapore Civil Practice Committee - Member, Civil Legal Aid and Criminal Defence Aid Means Test Panel	3/5
Ms Esther Khor Appointed 4 Sep 2025	Honorary Assistant Treasurer Member - 1. Human Resource Committee 2. Programmes and Services Committee	22 Sep 2023	Managing Partner, Co-founder, TENTEN Partners Pte Ltd	President, The Women's Society of Christian Service (WSCS), Trinity Methodist Church	5/5
Ms Ashley Low Appointed 4 Sep 2025	Board Member Member - 1. Finance and Investment Committee 2. Fundraising Committee	10 Feb 2020	Chief Impact Investment Officer, Global Green Connect Pte. Ltd		2/5
Mr Shaun Tan Appointed 22 Sep 2023 Retired 4 Sep 2025	Board Member Ex-Chair - 1. Fundraising Committee Ex-Member - 1. Finance and Investment Committee	26 Nov 2013	Group Chairman, DG Packaging Pte Ltd	- Vice Chairman, The Mennonite Church Singapore - Board Member, Tanjong Katong Primary School	3/3

KEY LEADERSHIP



Ms Lam Moi Kwai

Chief Executive Officer

Date of Appointment: 19 Aug 2013

Director in various capacities, KONE Pte Ltd.
17 years of experience including General Management,
Sales Management, Customer Experience Management,
Human Resource and Administration Management



Delia Pak

Deputy Director, Communications
& Partnerships



Elaine Soh

Deputy Director, Organisational
Health Development & Programmes



Evelyn Loke

Fundraising & Donor
Management Manager



Joanne Poh

Finance Manager



Nigel Ng

Volunteer Manager



Tang Peng Peng

Programme Manager
MightyKids,
Families & Community



Sharon Wu

Programme Manager
Friends of Children
& Youth

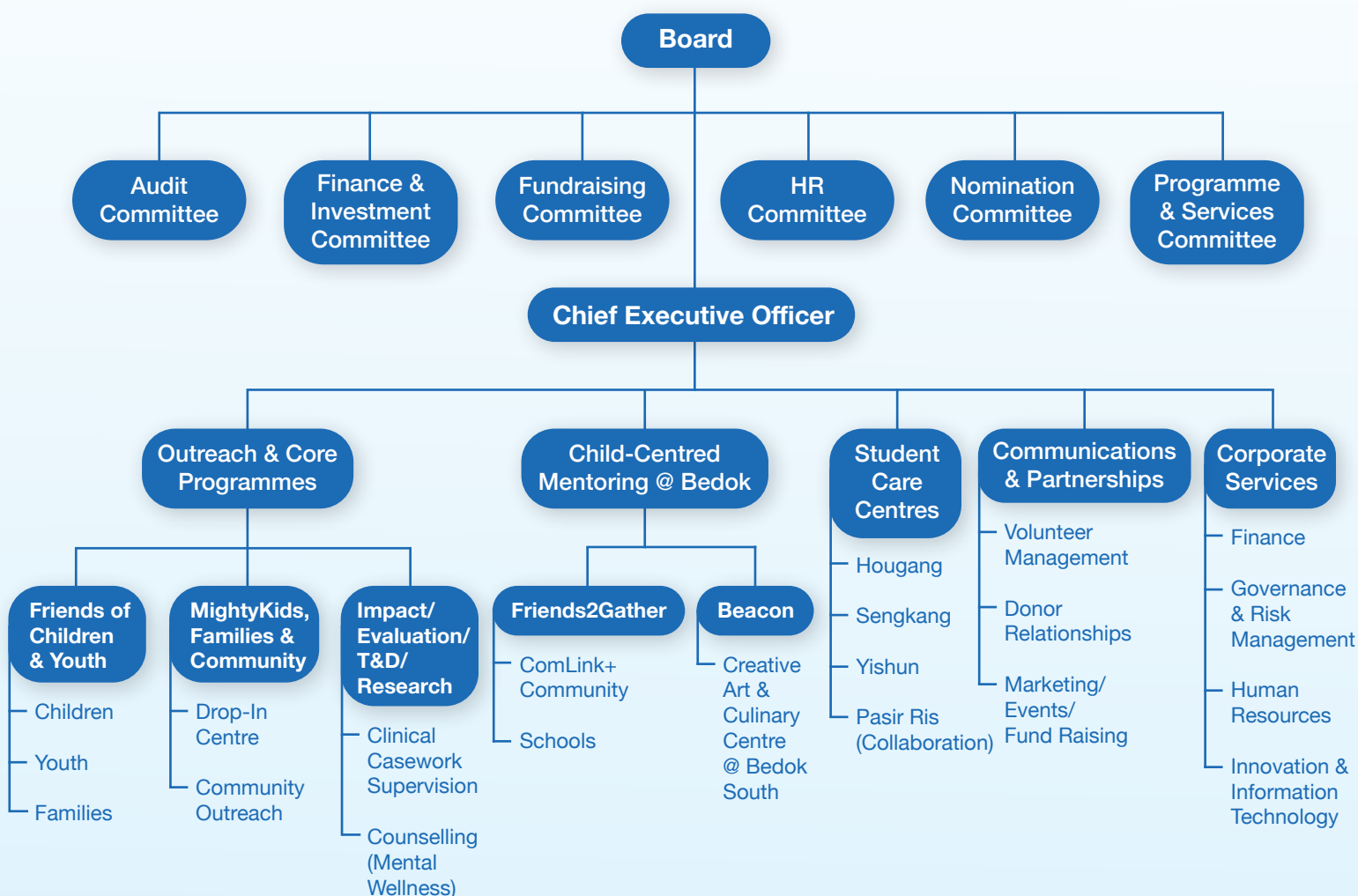


Sabrina Sin

Programme Manager
Life Student Care



ORGANISATION CHART



GOVERNANCE

Good governance refers to the frameworks and processes that guide the overall direction, effectiveness, supervision, and accountability of a charity.

The Board and Management of Life Community Services Society (LCSS) are committed to upholding high standards of corporate governance in accordance with the Code of Governance for Charities and Institutions of a Public Character (IPCs).

LCSS is honoured to have received the Charity Transparency Award (CTA) for three consecutive years, 2022, 2023, and 2024, organised by the Ministry of Culture, Community and Youth (MCCY). The award promotes good governance and transparency in the charity sector by recognising charities that demonstrate excellence and inspiring others to adopt similar best practices. This continued recognition reaffirms LCSS's commitment to upholding transparency, accountability, and effective governance in managing the charity.

LCSS has fully complied with all applicable guidelines in the Code of Governance Evaluation Checklist for Charities and IPCs. The full checklist can be found in this annual report and is also available at www.charities.gov.sg.

Our Constitution is available at the Registry of Societies.

BOARD COMPOSITION

Board members, as individuals, promote the work, services, and mission of LCSS to the community in alignment with LCSS's vision. The specific roles and responsibilities of the office bearers of the LCSS Board, including the Chairman, Vice Chairman, Honorary Secretary, and Honorary Treasurer, are listed in the Constitution of LCSS. None of the members are remunerated, and they render their services on a voluntary basis. None of the Board members hold staff appointments.

The Board has met five times in FY25/26. In the spirit of strong governance, the Board has put in place 6 sub-committees in the respective areas as follows:

1. Audit committee
2. Finance and Investment committee
3. Fundraising committee
4. Human Resource committee
5. Nomination committee
6. Programmes and Services committee

The Chairman chairs the Nomination committee and oversees the rest of the sub-committees.

1. AUDIT COMMITTEE

Members: Ms Dawn Tan (Chair),
Mr Raymond Wong

The Audit Committee oversees LCSS's financial reporting, disclosure, and adherence to accounting policies and principles in line with relevant accounting standards. The Committee considers the effectiveness of actions taken by management on any auditor's recommendations, where applicable. It guides LCSS's overall risk management and reviews internal controls and compliance with established procedures and processes as appropriate. The Committee also oversees regulatory compliance and whistleblower guidelines, where applicable.

2. FINANCE & INVESTMENT COMMITTEE

Members: Ms Dawn Tan (Chair),
Ms Ashley Low

The Finance and Investment Committee oversees and reviews the financial performance of LCSS, including the budget and financial reports prepared by the internal finance team. The Committee ensures regular monitoring and accountability for funds, addressing any financial irregularities or concerns. It also oversees LCSS's investment strategies and reviews the viability of both short and long-term investments as appropriate.

LCSS's board-approved investment policy sets the objectives and outlines the approved investment asset classes. The policy places reserves in low to moderate-risk investments, such as (i) Singapore Dollar fixed deposits held with full banks, and (ii) balanced funds with monthly dividend payouts.

3. FUNDRAISING COMMITTEE

Members: Ms Ashley Low,
Mr Raymond Wong

The Fundraising Committee oversees LCSS's overall fundraising plans and budget. The Committee identifies sources of funds and supports fundraising efforts through Board members' networks. It engages all Board members in fundraising activities and ensures that fundraising guidelines are in place and followed, where applicable and practicable, while ensuring that fundraising efforts remain cost-effective.

4. HUMAN RESOURCE COMMITTEE

**Members: Ms Ng Mi Li (Chair),
Ms Esther Khor**

The HR Committee is responsible for guiding the development and revision of LCSS's HR policies and procedures for Board approval. It ensures LCSS's compliance with applicable employment laws, guidelines, codes of governance, standards, and practices. Additionally, the HR Committee serves as a mediator for employee complaints or grievances when necessary.

5. NOMINATION COMMITTEE

**Members: Mr Nicholas Goh (Chair),
Ms Dawn Tan**

The Nomination Committee reviews the composition of the Board to ensure independence and a balanced mix of expertise, skills, attributes, and abilities among its members, all contributing value to LCSS. Additionally, the committee oversees succession planning and decision-making for potential new Board and sub-committee members, taking into careful consideration the desired traits and characteristics required.

6. PROGRAMMES & SERVICES COMMITTEE

**Members: Ms Ng Mi Li (Chair),
Ms Esther Khor**

The Programmes and Services Committee oversees the development of new programmes, reviews and approves strategic plans, monitors outcomes, and assesses the success of LCSS programmes and services in terms of their effectiveness and efficiency. The outcomes of programmes and services are closely monitored to ensure alignment with LCSS's vision, mission, and objectives. The committee also guides the development of service delivery mechanisms.

GOVERNANCE POLICIES

BOARD GOVERNANCE BOARD SELECTION, RECRUITMENT & SUCCESSION

A strong Board consists of individuals who can contribute the needed resources the organisation requires, such as expertise, skills, experience, and time. The Board, particularly the Nomination Committee, conducts reviews for the development, succession, renewal, and diversity in its composition.

The LCSS Board has an appropriate mix of core competencies, collective expertise, and gender balance among its members, ensuring it possesses the necessary knowledge and objective judgement to meet its responsibilities. Nominations for prospective individuals may be initiated by Board members or identified through succession planning. The Nomination Committee assesses each candidate with reference to the Board's selection criteria on skills, attributes, and experience outlined in the Board Policy, for consideration to join the Board or sub-committee(s).

BOARD TRAINING & DEVELOPMENT EVALUATION OF BOARD EFFECTIVENESS

New Board members are oriented to their responsibilities at the start of their term, with an overview of LCSS's programmes and a tour of its facilities. The Board has previously conducted a self-evaluation exercise to identify areas for improvement. A later board retreat facilitated by an external consultant provided an opportunity to revisit LCSS's vision and mission and align on strategic goals for growth. The Board will continue to assess its effectiveness and identify areas for improvement as part of its ongoing governance efforts.

DISCLOSURE OF BOARD MEMBERS' TENURE

As a faith-based organisation, Life Community Services Society (LCSS) places high importance on Board renewal and intentional succession planning. Our leadership journey is guided not only by good governance, but also by our belief in raising like-minded leaders who serve with compassion, integrity, and purpose.

In September 2025, we said a heartfelt goodbye to Mr. Shaun Tan, who retired from the Board after many years of faithful and impactful service. Our Chairman, Mr. Nicholas Goh, who has served since 2011, was last re-appointed in September 2025. At the next AGM in August 2026, the Board will seek approval for his continued appointment. In this upcoming term, Mr. Goh is committed to providing steady leadership and, importantly, to mentoring and identifying a successor who embodies the heart and mission of LCSS. His dedication to succession planning reflects our long-term commitment to leadership that is spiritually and strategically aligned.

As LCSS enters a new chapter, the Board remains committed to intentional succession planning, raising the next generation of leaders who will carry our mission forward with faith, hope and love.

TERMS OF REFERENCE OF THE BOARD

LCSS abides by the terms and conditions set out in our Constitution and in adherence to the Charity Code of Governance. All Board members shall serve a term of two years upon election and are eligible for re-election, with the exception of the Treasurer and Assistant Treasurer, whose maximum term limit is four consecutive years.

CONFLICT OF INTEREST POLICY

The Board and key management staff:

- Serve LCSS wholly and not any particular interest group or constituency.
- Avoid potential conflict of interest and disclose any potential conflicts of interests to the Executive Council. This policy is also outlined in our HR handbook to ensure all staff are aware of and comply with the guidelines.
- Abstain from discussion and voting on matters where there can be potential conflict of interest, allowing the remaining of the Executive Council make the final decision.
- Do not accept (or offer) personal favours or gifts from/to any interest group, constituency, or LCSS staff, in performing their Board Member duties.
- All Board Members are independent and do not receive any remuneration for their services to LCSS.
- All Board members and key executive management staff are required to declare on an annual basis that they do not have any personal or private business, or associates that might be in a conflicting position to their functions or employment with LCSS.
- No staff of LCSS sits on the Board to avoid conflict of interests and doubts on the independence of all Board decisions.

Conflict of Interest Policy for Staff

All staff members of LCSS are also bound by a Conflict of Interest Policy, which is included in the HR handbook to ensure that staff members understand their obligations in preventing and disclosing conflicts of interest.

STRATEGIC MANAGEMENT

LCSS employs a strategic house diagram to illustrate its core strategic objectives. Emphasising three key pillars – (i) Children empowered to thrive (ii) A leading agency in child mentoring (iii) Sustainable partnerships, the diagram outlines specific goals aimed at advancing these pillars. Guided by principles of being spirit-led, fostering strong and meaningful relationships, and maintaining a focus on child-centric, family-centric, and community-grounded approaches, LCSS strategically aligns its operations to realise its overarching vision: ‘Every child, the best they can be.’ The strategic house diagram guides LCSS’s direction and priorities, ensuring relevance to changing environments and needs. It also aligns LCSS with sector trends as the organisation aims to be a forward-looking social service agency.

PROGRAMME MANAGEMENT

The Board reviews the strategic plans and outcomes of LCSS to assess the effectiveness and efficiency of its programmes. Programme outcomes are consistently monitored to ensure alignment with LCSS’s vision, mission, and objectives.

HUMAN RESOURCE MANAGEMENT

Remuneration of Highest Paid Staff (FY2025/26)

\$100,001 – \$200,000: 3

The 3 highest-paid staff members do not serve as governing board members of the charity.

Disclosure & Transparency

- No Board members receive any remuneration for their board services.
- No staff member is involved in setting his or her own remuneration.
- No paid staff are close relatives of the CEO or Board members, who have received remuneration exceeding S\$50,000 during the financial year.
- LCSS does not make any loans to staff members, management, Board members, related parties or third parties.
- LCSS does not provide any sponsorship to any charities.

VOLUNTEER MANAGEMENT

At LCSS, volunteers are valued partners who passionately dedicate their time and skills to fulfill our mission of empowering children & families through care and mentoring, and together build a caring community.

We have established a comprehensive volunteer management policy and procedures to guide our operational processes. Our volunteer management framework encompasses key areas such as Recruitment, Screening, Training, Onboarding and Matching, Recognition and Feedback, Relationship Management, and Closure of Relationship.

Our volunteers consist of dedicated individuals and corporate/institutional partners who support our beneficiaries through service-based or skill-based volunteering. Each volunteer role is accompanied by a position description, outlining role requirements, commitments, and expectations. We actively seek feedback from our volunteers through surveys, feedback forms, and exit interviews to continuously improve our programmes.

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

Procedures for Key Financial Matters

The Board and Management take responsibility for ensuring that LCSS has an effective system of internal controls to safeguard the interests of stakeholders and protect the organisation's assets.

The Finance department ensures that all operations comply with the policies and procedures set out in the Internal Financial Policies and Procedures Manual. The key areas of the documented procedures for financial matters of LCSS are:

- Procurement procedures and controls
- Receipts, payment procedures and controls
- Delegation of authority and limits of approval

As part of internal controls, all purchases of more than \$3,000 require three quotations to be obtained before approval of purchase. In any case of waiver of this requirement, documented reasons and relevant support documents must be obtained prior to approval by the Treasurer and Chairman.

Investment Policy

The Board takes a conservative approach on the investments of LCSS, including low-risk strategies that generate returns while preserving reserves and capital. The Board, along with the Finance and Investment Committee, determines the investment limit and approves investments in financial instruments such as fixed deposits and unit trusts, according to the terms and parameters laid out in LCSS Investment Policy.

Reserves Policy

LCSS has reserves for sustainability purposes of its operations. The Reserves Policy of LCSS is to retain not more than three years of its annual operating expenditure to meet its operational needs. The Finance & Investment Committee regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil LCSS's continuing obligations.

Reserves Ratio

LCSS has a reserves ratio of 1.7 for FY25/26.

Restricted Funds Policy

LCSS utilises restricted funds in accordance with the specific intentions of donors and funders for our programmes. In the event of surplus funding, LCSS communicates with the respective donors and funders to discuss planned usage of any unutilised balance in future periods, if permissible.

PERSONAL DATA PROTECTION ACT POLICY

LCSS is committed to comply with the Personal Data Protection Act 2012 to safeguard against any misuse of data and to ensure data privacy for all our stakeholders – sponsors, donors, partners, volunteers, staff and beneficiaries. Data is used only for the purposes disclosed unless otherwise permitted under the law.

LCSS respects our stakeholders' rights to be treated courteously and fairly in terms of data protection. Personal data provided to LCSS will only be used for the purpose of managing relationships with our stakeholders, in accordance with our mission and activities. It is deemed that stakeholders have given consent to LCSS for use of their personal information for donation-related and communication purposes unless they choose to state otherwise by informing us via our email: connect@life-community.org

MEDIA COMMUNICATIONS POLICY

In line with principles of good governance, LCSS ensures that all feedback, complaints, and grievances from the public, donors, volunteers, and clients are promptly addressed by the CEO. The CEO responds within 24 hours or consults the Board for complex matters.

LCSS commits to deciding on the appropriate action and communicating it in writing to the complainant within one week of receiving the complaint. LCSS also maintains a detailed log of all feedback, complaints, and grievances, including the date received, nature of the complaint, and follow-up actions taken.

WHISTLE-BLOWING POLICY

LCSS promotes having an open, transparent, and non-hierarchical culture where employees are encouraged to report any suspected improprieties such as:

- All forms of financial or non-financial malpractice, including fraud, corruption, bribery, or theft.
- Misappropriation of funds and classified documents.
- Harassment, abuse, and misrepresentation of power and authority.
- Failure to comply with laws and regulations.
- Serious conflicts of interest without disclosure.
- Violation of private data.

Employees should raise such improprieties with their immediate supervisor or the next level of authority if deemed more appropriate.

All complaints are channelled to the CEO (and the HR Committee if necessary) and investigated. The CEO prepares a report detailing the nature of the complaint, the outcome of the investigation, and the recommended course of action for the Board. Where appropriate, the complainant may be notified of the outcome.

All such whistle-blowing reports are kept confidential and accessible only to the CEO and members of the Board.

CODE OF CONDUCT & ETHICS

The Board has an approved documented Code of Conduct & Ethics within the Board policy for all Board members. Staff and volunteers have their own handbooks that align with the values of LCSS in achieving its vision and mission.

RISK MANAGEMENT

The Board oversees LCSS's risk management, with particular focus by the Audit Committee. Policies and guidelines for financial limits, internal control systems, corporate procedures, and work plans have been established to achieve LCSS's strategic objectives.

The Board and the Management Team review these policies, guidelines, plans, and internal control systems to identify potential risks, determine the level of risk tolerance, and develop action plans for key risks on an ongoing basis. Areas of review encompass financial, governance, strategic issues, work plans, policies, operations, media communications, human resources, and data and information technology risks. Daily operations are carried out by the CEO, staff, and volunteers in accordance with the risk management policies, guidelines, and strategies, fostering a risk-aware culture within LCSS.

Business Continuity Plan

LCSS has established Business Continuity Plans (BCP) to protect the interests of our beneficiaries and stakeholders. These plans are designed to mitigate potential losses and ensure the continuity of our operations, including essential services, programmes, and corporate practices, in the event of disasters or unforeseen situations.

All staff are informed of these plans, and individuals involved in service delivery are fully aware of their roles and responsibilities to ensure business continuity in the event of any disruptions.

FUNDRAISING PRACTICES

LCSS has established fundraising guidelines based on best practices set out by the Commissioner of Charities. These guidelines include strict confidentiality measures to ensure donors' identities are not disclosed, and their information is not shared without prior permission.

LCSS does not engage third-party fundraisers.

Funds raised are used to support our beneficiaries through core programmes focused on intervention and holistic development, as well as to sustain the organisation's operational capacity to deliver these services effectively.

All donations received, whether solicited or unsolicited, are properly accounted for and promptly deposited. LCSS adheres to the 30/70 rule, maintaining a fundraising efficiency ratio below 30% at the organisational level, in line with regulatory guidelines.

OUR ESG COMMITMENT

At LCSS, we embed Environmental, Social, and Governance (ESG) principles into our daily operations. We have reduced paper use through digitalisation, implemented energy saving practices across our offices and centres, and prioritised energy efficient appliances. Our programmes for children promote environmental awareness through hands-on activities like recycling and clean-ups. As part of good governance, we reinforce sustainable practices internally through regular staff engagement, such as townhalls, and ongoing reviews.

GOVERNANCE EVALUATION CHECKLIST (GEC) TIER 2

LIFE COMMUNITY SERVICES SOCIETY
(for the period April 2025 to March 2026)

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	☒ Yes ☐ No ☐ Partial	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
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 ☐ No ☐ Partial	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	2.5	☒ Yes ☐ No ☐ Partial	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	☒ Yes ☐ No ☐ Partial	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	☒ Yes ☐ No ☐ Partial	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	☒ Yes ☐ No ☐ Partial	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	☒ Yes ☐ No ☐ Partial	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	☒ Yes ☐ No ☐ Partial	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
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 ☐ No ☐ Partial	
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 ☐ Partial	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
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 ☐ Partial	
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 ☐ No ☐ Partial	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	☒ Yes ☐ No ☐ Partial	
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 ☐ No ☐ Partial	
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	☒ Yes ☐ No ☐ Partial	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	☒ Yes ☐ No ☐ Partial	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	☒ Yes ☐ No ☐ Partial	

CORPORATE INFORMATION AND DONATION METHOD

LIFE COMMUNITY SERVICES SOCIETY (LCSS)

Life Community Services Society (LCSS) was established on 23 March 1996 as a registered society. It was registered as a charity under the Charities Act on 22 January 2002 and has held Institution of a Public Character (IPC) status since 2003.

To strengthen our corporate governance structure, the organisation transitioned from Life Community Services Society (LCSS) to Life Community Ltd., a Company Limited by Guarantee (CLG) registered with the Accounting and Corporate Regulatory Authority (ACRA), with effect from 1 April 2026. Life Community Ltd. continues the charitable mission and operations previously undertaken by LCSS and has been registered as a charity and granted Institution of a Public Character (IPC) status. The dissolution of Life Community Services Society is scheduled for 7 August 2026.

Unique Entity Number (UEN)

S96SS0100H

Registered Address

114 Lavender Street #02-52
CT Hub 2 Singapore 338729

Auditor

C.C. Yang & Co.

Investment Adviser

Standard Chartered Bank

Bankers

DBS Bank, Maybank, OCBC Bank,
Standard Chartered Bank, and UOB Bank

Lawyer for Property Matters

Allen & Gledhill LLP

DONATION METHODS

Via Donor Management System (Credit card / PayNow)

<https://online.life-community.org/donate>

or **scan the QR code below**



Via Bank Transfer

Account Name : Life Community Ltd.
Account Number : 0721398850
Bank name : DBS Bank Ltd
Bank code : 7171
Branch code : 072

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