



# **CREATING RIPPLES OF POSITIVE CHANGE**

**ANNUAL REPORT 2024/25**

# CONTENTS

<b>Chairman’s Message</b>	4-5	DSA Trainer Networking Session	27
<b>About Dementia Singapore</b>	6	<b>Consultancy Services</b>	27
<b>Presence in Singapore</b>	7	Understanding Dementia: A Journey of Empathy and Innovation	
<b>Strategic Goals</b>	8	<b>Meeting Centre Support Programme</b>	28
<b>The Board and Management Team</b>	9-13	Expanding and Sustaining Meeting Centre Support Programme in the Community	

## ADVOCACY & BRANDING

<b>Dementia Singapore in the News</b>	15	<b>Research and Innovation</b>	28
<b>Walking The Talk</b>	16	Co-designing a Mandarin Dementia Awareness Game	28
<b>World Alzheimer’s Month 2024 Highlights</b>	16	Social Presence and Support with Conversational AI	29
Star Power	16	The Care Buddy Platform Study	29
Step by Step	17	Refresh and Reconnect!	29
Beacons of Solidarity	17	Impressmind2s	30
Raising Concern	18	Dementia Colabs	30
Visual Advantage	18	<b>DementiaHub.SG</b>	31
Only Natural	19	Greater Access to Diverse User Groups	31
Driving Advocacy	19	<b>Public Education</b>	32
Growing Pendant	20	<b>Voices For Hope</b>	32
Strategic First	20	Programme Cohorts	32
<b>CARA: A Digital Gateway to Dementia Support</b>	21	Alumni Activities for Advocacy and Bonding	33-34
New Features on the CARA App	21	Media Features	35
Benefit and Solution Partners	22	<b>Dementia Social Club</b>	36-37
Partnership with SPH Media	22	<b>Building an Inclusive Dementia-Friendly Kebun Baru</b>	38
Notable Outreach Events	23	<b>Living Well with Dementia In Sembawang West</b>	39
Achievement Unlocked: Surpassing 10,000 CARA Members!	24	<b>Empowering Persons with Dementia on Public Transport</b>	40
		<b>Enhanced Engagement with HDB</b>	41

## BUILD CAPABILITY AND CAPACITY

<b>Academy</b>	26
interRAI Long Term Care Facilities (LCTF) Assessment	26
Completion of Humanity	26
Dementia Activities for Cognitive Stimulation (DACS)	27

## CARE INNOVATION

<b>Lives Impacted At A Glance</b>	43
<b>Care Services In A Nutshell</b>	44-46
<b>A Snapshot of Centre Activities</b>	47
<b>Enhancing Lives Through Partnerships</b>	47
Edrinton	32

Schwabe Pharma APAC	48
Moody's	48
Eisai	49
Victoria Junior College	49
<b>Family of Wisdom (FOW)</b>	50
Cognitive Intervention Programme (CIP) Pilot in Family of Wisdom	50
Digitalising Processes	51
Chinese New Year Celebration	51
A Successful Fundraising Campaign	51
Refreshed and Reconnected	
<b>Better Community Palliative Care</b>	52
Palliative Care Kick-off Event 2024	53
Palliative Care Community Signposts	53

## DIGITALISATION

<b>Advancing Digital Transformation</b>	55
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## EMPLOYERS AND VOLUNTEERS

<b>The Building Blocks of The Organisation</b>	57
Staff Strength	57
HR Care Framework	57
Career@DSG	57
Ace@DSG	57
Rejuvenate@DSG	57
Engage@DSG	57
Revamped Career Webpage	57
Long Service Award Recipients 2024	58
<b>Volunteers: A Pillar of Our Community Impact</b>	59
5,491 Hours of Compassion and Commitment	59
Empowered to Engage and Lead	61
Volunteer Vibes: Connecting, Celebrating, and Appreciating	62

Nurturing Youth Advocates for Dementia Inclusion	62
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## FINANCIAL STABILITY

<b>Richard Marx Live in the Heartland</b>	64
<b>The Ireland Funds Singapore 'Autumn Splendour' Emerald Ball</b>	65
<b>The Red Beret Golf Charity Event</b>	65
<b>Gems From The Heart</b>	65
<b>Shell Charity Car Wash</b>	66
<b>The Endowus Giving Machine</b>	66
<b>Financial Report In Review</b>	67
<b>Corporate Governance and Information</b>	68-69
<b>2025 Governance Evaluation Checklist</b>	70-75

# CHAIRMAN'S MESSAGE



**Having raised the bar in our vision of what constitutes a dementia-inclusive society, we continued to challenge the status quo particularly in person-centred care innovations, community empowerment, effective advocacy and strategic partnerships**



It has been another eventful and rewarding year for Dementia Singapore (DSG). Having raised the bar in our vision of what constitutes a dementia-inclusive society, we continued to challenge the status quo particularly in person-centred care innovations, community empowerment, effective advocacy, and strategic partnerships. How else can Dementia Singapore effect sustainable change – or for that matter, carve out new initiatives and scale greater heights for the benefit of persons living with dementia (PLWDs) and their families?

One stellar example is the pioneering CARA membership programme with its growing community of users comprising PLWDs, caregivers and members of the public. It is noteworthy that the lattermost make up 43% of the >10,000 strong database the team had managed to amass in just over three years. Members of the public are most crucial to the effectiveness of the CARA mobile app's key tools – namely its Report Missing Person feature, and the recently launched Dementia Go-To Point Locator, which helps the user determine the most proximal or convenient go-to point, which serves as a one-stop safe return cum resource centre. Importantly, the CARA programme highlights and affirms the importance of a more dementia-informed and invested society.

With this in mind, we kept our focus on diversifying our engagement strategy. We relaunched the #despitedementia advocacy campaign at more than 40 petrol service stations islandwide – and organised our first-ever charity car wash in the process. This was a strategic decision to further engage the public following a successful collaboration with SPH Media to promote the cognitive benefits of reading the news regularly.

Our plans in 2024 to cast a wider and more tightly woven net also led to DSG's timely support of the market's first insurance plan for the PLWD, which we saw as an opportunity to reinforce and advocate for the strengthening of safety nets to help PLWDs and their families cope better with potential challenges that come their way as the illness progresses. We hope to work more closely with our partners in the insurance business soon.

We furthered our support for community partners and the community at large through several initiatives. Firstly, we grew the number of Meeting Centres where PLWDs and their caregivers gather and spend time in a social setting, helping to reclaim a semblance of normalcy in their lives disrupted by dementia. We now have 10 locations, operated by several social service agencies and places of worship, that collectively support over 80 families impacted by dementia. Secondly, the work that began in 2022 to help commuters with dementia navigate public transport nodes with greater ease and confidence with murals and floor stickers, continues to bear fruit with two more MRT stations fitted with these clever cues in the first quarter of 2025.

Most notably, even as the latest studies show a dip in the overall prevalence of dementia in Singapore in those 60 years and above, the number of people with young-onset dementia has continued to increase. We decided it was timely to conduct a nationwide study on the public's perceptions of young-onset dementia given its growing importance and repercussions on families and the society. It was fortuitous that the media took a keen interest in the findings which were featured prominently.

As DSG commemorates its 35th anniversary with gala events in 2025, it is indeed opportune to look back on our key milestones and celebrate our achievements. As we forge the path ahead, let's hold on to our vision of a truly dementia-inclusive society, where PLWDs and their families are embraced and supported to live with dignity and meaning, and make it a reality.



**Dr Philip Yap**  
Chairman

# ABOUT DEMENTIA SINGAPORE

Formerly known as Alzheimer's Disease Association

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

As Singapore's leading Social Service Agency in specialised dementia care, Dementia Singapore continues to advocate for the needs of people living with dementia and their families; empower the community through

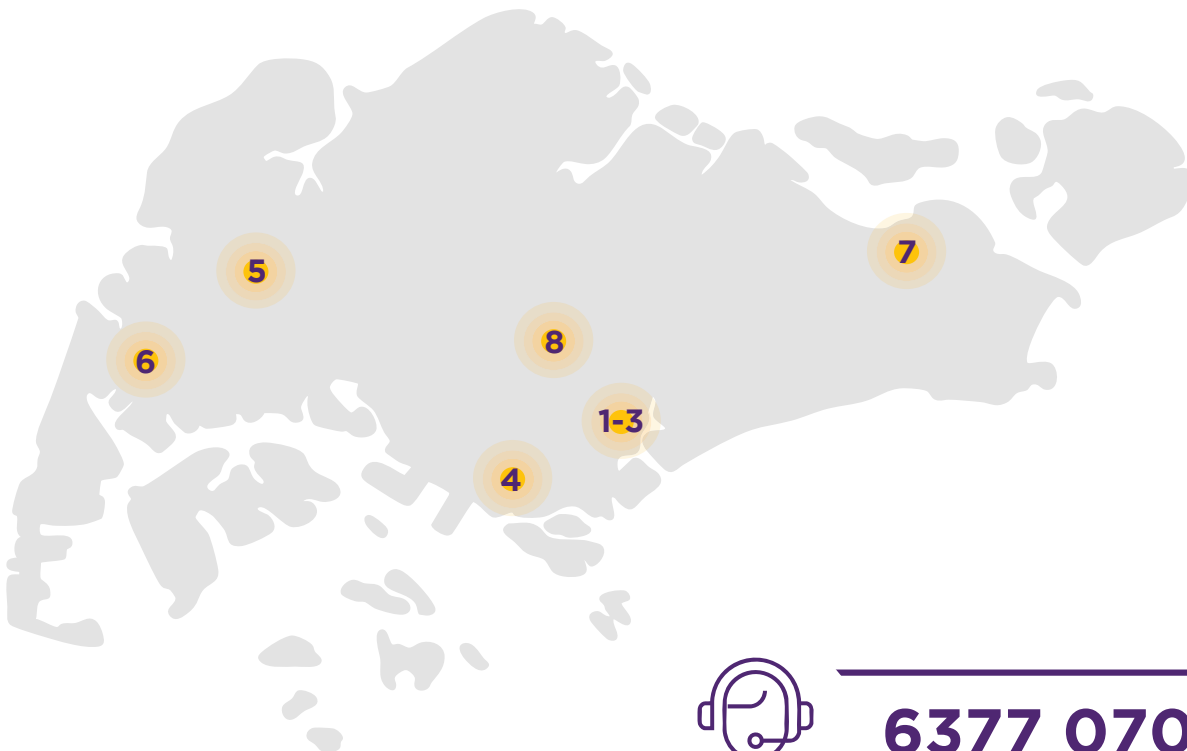
capability-building, knowledge and consultancy; and deliver quality, person-centred care innovations.

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



# PRESENCE IN SINGAPORE

- 1 Caregiver Support Services**  
20 Bendeemer Road, #01-02,  
BS Bendeemer Centre, Singapore 339914
- 5 New Horizon Centre (Bukit Batok)**  
Blk 511 Bukit Batok Street 52, #01-211,  
Singapore 650511
- 2 Dementia Singapore Academy**  
20 Bendeemer Road, #01-02,  
BS Bendeemer Centre, Singapore 339914
- 6 New Horizon Centre (Jurong Point)**  
1 Jurong West Central 2, #04-04,  
Jurong Point Shopping Centre, Singapore 648886
- 3 Family of Wisdom**  
20 Bendeemer Road, #01-02,  
BS Bendeemer Centre, Singapore 339914
- 7 New Horizon Centre (Tampines)**  
Blk 362 Tampines Street 34, #01-377,  
Singapore 520362
- 4 Dementia Social Club**  
298 Tiong Bahru Road, #10-05,  
Central Plaza, Singapore 168730
- 8 New Horizon Centre (Toa Payoh)**  
Blk 157 Toa Payoh Lorong 1, #01-1195,  
Singapore 310157



**6377 0700**

Monday - Friday 9am to 6pm  
Saturday 9am to 1pm

# STRATEGIC GOALS



## OUR VISION

A Dementia-Inclusive Society



## OUR MISSION

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

### Impact On Society



#### Awareness & Advocacy

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



#### Build Excellence in Dementia Care

Build academic and clinical excellence in dementia care



#### Care Innovation

Develop innovative and technology-assisted care practices



### Impact On Organisation



#### Digitalisation

To achieve organisational efficiency and teffectiveness



#### Engage Employees & Volunteers

Be an employer of choice; engage and upskill volunteers



#### Financial Sustainability

Innovative fundraising and strategic partnerships

# THE BOARD AND MANAGEMENT TEAM

## The Board

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

A new Board member, Mr Anthony Chee Gee Hong, was inducted into the Board on 18 March 2025.

Meetings are held once every quarter. During the period of April 2024 to March 2025, the Board met four times. The Annual General Meeting was held on 20 September 2024.

## Board Members



APPOINTED 2022

### DR PHILIP YAP LIN KIAT

Senior Consultant Geriatrician  
Chairman (Elected 1 May 2023)  
Attendance 4/4



APPOINTED 2019

### MS SIA HWEE LAY

Director, Internal Audit  
Vice Chairman  
Attendance 4/4



APPOINTED 2019

### MR BRAD LEVITT

CEO/Fund Manager  
Hon. Treasurer  
Attendance 4/4



APPOINTED 2020

### MR ALLISTER TAN

Director, Practising Lawyer  
Hon. Secretary  
Attendance 4/4



APPOINTED 2016

### DR NOORHAZLINA BTE ALI

Geriatrician  
Board Member  
Attendance 4/4



APPOINTED 2018

### MR PAUL HENG

Managing Director & Executive Coach  
Board Member  
Attendance 2/4

## The Board And Management Team



APPOINTED 2018  
**DR CHEN SHILING**

Founder and Executive Director  
Board Member  
Attendance 4/4



APPOINTED 2020  
**MS JASMINE KANG**

Geriatric Advanced  
Practice Nurse  
Board Member  
Attendance 4/4



APPOINTED 2020  
**DR VANESSA MOK**

Clinical Assistant Professor  
Board Member  
Attendance 4/4



APPOINTED 2023  
**MR NICHOLAS  
GOH CHER SHUIE**

Founder & Group CEO  
Board Member  
Attendance 3/4



APPOINTED 2023  
**MR YAP PAB CHIEH  
(ROGER)**

Senior Sales Director/Banker  
Attendance 4/4



APPOINTED 2025  
**MR ANTHONY CHEE  
GEE HONG**

Head of Internal Audit  
N/A

### DISCLOSURE OF INTEREST

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

## Standing Committees

as of 31 March 2025

### AUDIT AND RISK

Ms Sia Hwee Lay (Chair)  
Mr Allister Tan  
Ms Angie Tan  
Mr Chua Chwee Koh  
Ms Ivy Ong

### FINANCE

Mr Brad Levitt (Chair)  
Mr Nicholas Goh  
Mr Lee Guan Liu  
Mr Anthony Chee Gee Hong  
Ms Rosalind Lee Chia Yien

### HUMAN RESOURCES

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

### PROGRAMMES AND SERVICES

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

### FUNDRAISING

Mr Brad Levitt (Co-Chair)  
Mr Yap Pab Chieh (Co-Chair)  
Mr David Ho  
Ms Debra Tay Li Minh  
Mr Tom Platts  
Ms Julie Minamiura

### NOMINATION

Dr Noorhazlina Bte Ali (Chair)  
Dr Philip Yap  
Mr Paul Heng

## WORKING GROUP

as of 31 March 2025



### ETHICS REVIEW

Dr Noorhazlina Bte Ali  
Dr Vanessa Mok  
Dr Seng Boon Keng



### IT WORKGROUP

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



### ERM WORKGROUP

Ms Ivy Ong  
Mr Jason Foong

# ORGANISATION STRUCTURE



# THE SENIOR MANAGEMENT TEAM



1

**MR JASON FOO**

Chief Executive Officer  
(Appointed 1 August 2012)

2

**MS VIVIEN WAI**

Chief Financial Officer

3

**MS TRACY KWAN**

Chief Human Resources Officer

4

**MR STEPHEN CHAN**

Director, Care Services

5

**MS CHAN WING**

Director, Community Enablement

6

**MR BERNARD LIM**

Director, Advocacy & Communications

7

**MR SHERWAN SHARIP**

Director, Fundraising

8

**MR DAVID HO**

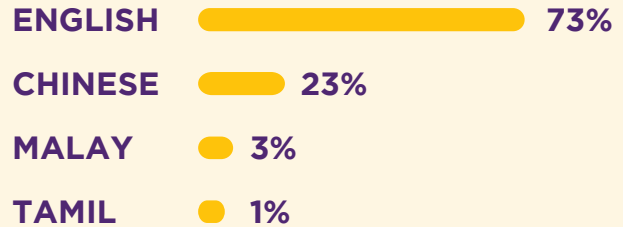
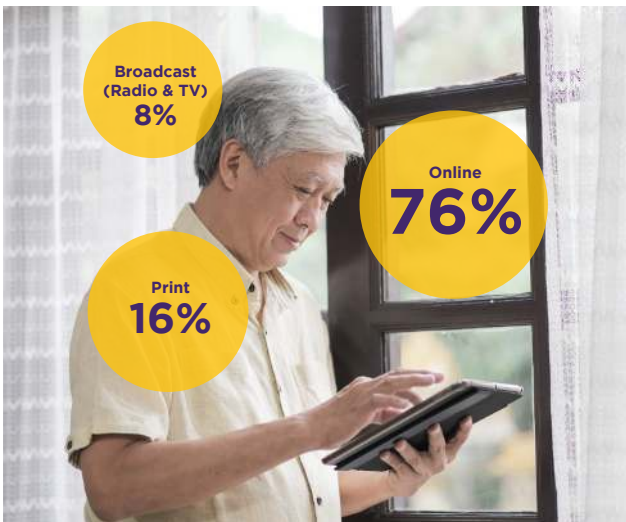
Director, Information Technology  
(joined May 2025)



## **ADVOCACY & BRANDING**

**Championing the Dementia Cause**

# DEMENTIA SINGAPORE IN THE NEWS



## Dementia Singapore secured a total of 123 media mentions across all media platforms.

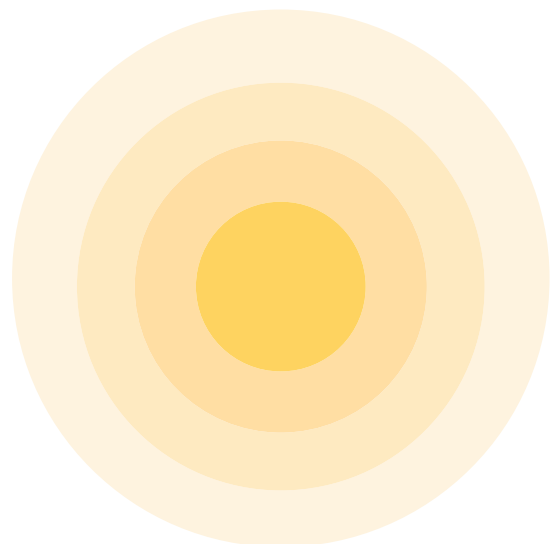
It was a good year for Dementia Singapore, having garnered a total of 123 media mentions across all major vernacular media platforms – 8% of which were via the major broadcast channels.

We were particularly encouraged by how well-received the findings of our nationwide study on the public’s perceptions of young-onset dementia were. Coverage included an in-depth 12-minute segment on CNA TV that featured Voices for Hope advocates, Alice and Ee Meng, who gave viewers a glimpse into their lived experiences as caregiver and person living with dementia respectively. Our director of Care Services, Stephen Chan, also went on record to suggest ways to strengthen the support available to persons diagnosed with young-onset dementia. Associate Professor Nagaendran Kandiah, director of the Dementia Research Centre Singapore at the Lee Kong Chian School of Medicine, rounded out the segment with insights into the broader young-onset dementia landscape in Singapore.

While not unexpected, our partnership with SPH Media, which was aimed at encouraging sign-ups to the CARA membership programme and promoting the benefits of reading, was covered by The Straits Times, Singapore’s main English-language newspaper. In the half-page feature, in print and online, Dementia Singapore’s chairman, Dr Philip Yap, and CEO Jason Foo, affirmed that reading is one of the key measures to help reduce the risk of cognitive decline, which can include frequent memory lapses, difficulty in concentration, and planning.

Online media audiences were also informed of our partnership with Shell Singapore and our combined efforts to raise dementia awareness; these involved our latest digital advocacy posters and video that were displayed at more than 40 Shell service stations across the island. The latest feature on our CARA app – the Dementia Go-To Point Locator – also made the news on Lianhe Zaobao’s and The Straits Times’ digital platforms.

**Our strong online presence, accounting for 76% of all media mentions, underscores our ongoing efforts to normalise conversations about dementia and reduce the stigma associated with the condition**



# WALKING THE TALK



Clockwise from top left to right: Brahm Centre - 22 June 2024, Singapore Police Force - 15 March 2025, ST Engineering - 11 November 2024, Advisors Alliance Group - 3 June 2024, Singlife - 17 October 2024, Tokio Marine - 21 August 2024, BlackRock - 25 July 2024

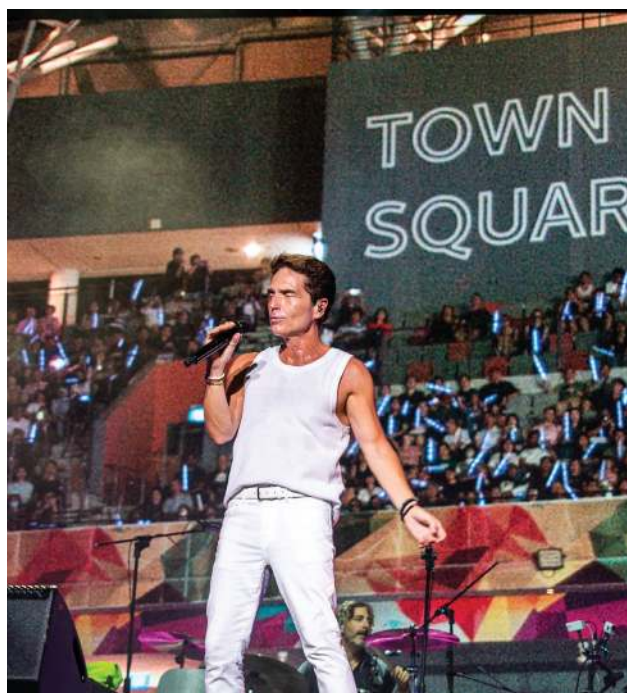
We remain committed to normalising conversations about dementia to reduce the stigma associated with the condition. To support this effort, we conducted seven corporate talks and invited our Voices for Hope advocates to share their lived experiences with dementia.

# WORLD ALZHEIMER'S MONTH 2024 HIGHLIGHTS

## Star Power

In line with its Back to The Heartlands outreach strategies, Dementia Singapore's approach to commemorating World Alzheimer's Month continued to feature boldly effective initiatives to affirm the urgency of better supporting the vulnerable, specifically the ageing communities in more matured estates.

Inspired by the success of its inaugural advocacy and fundraising concert with Danish pop-rock sensation Michael Learns To Rock last year, Dementia Singapore hosted yet another successful event at Our Tampines Hub (OTH) Town Square in September 2024 - headlined by another supportive international hitmaker, American singer-songwriter Richard Marx.



The one-night-only concert on 14 September served not only as a fundraiser for Dementia Singapore's cause but also as a platform for individuals living with dementia, their caregivers, and all Singaporeans to come together and enjoy a night of music and solidarity.

Jason Foo, CEO of Dementia Singapore, also noted how such efforts continue to break down the stigma surrounding the condition.

## Step by Step

More than 200 participants showed up at Our Tampines Hub on the morning of the Richard Marx concert (14 September) for Dementia Singapore’s inaugural WalkForLife event, sponsored by Tokio Marine Insurance Group (TMIG). Organised as part of our efforts to raise public awareness for World Alzheimer’s Month, the main aim of this non-competitive 1km walk was to call attention to how an active lifestyle can help to prevent the onset of dementia.

Flagged off by Gilbert Pak, TMIG’s Chief Marketing Officer, and Jason Foo, CEO of Dementia Singapore, the event featured booths manned by various partners of Dementia Singapore. Associations such as Brain Bank Singapore, Silver Activities, and The BioLabs engaged the participants with insights into living with dementia, as well as the symptoms that signal the onset of the condition. Memory Lane, for example, highlighted available support networks in Singapore for caregivers, while Singapore-based artificial intelligence service company Tack One showcased how their GPS-assisted gadgets can help to provide peace of mind for caregivers.



## Beacons of Solidarity

Sensoryscape, Sentosa’s latest attraction, was aglow in purple and yellow, as the newest participant in Dementia Singapore’s #ShineForDementia annual light-up event to mark World Alzheimer’s Day on 21 September. Featuring a notable line-up of landmarks, the aim of the initiative is to help spread awareness of dementia and those impacted by the condition, and to promote greater solidarity.

Visitors of the Glow Garden and Lookout Loop at Sensoryscape were treated to a plethora of immersive audio-visual experiences at the landmark. Returning partners included Singapore Sports Hub, National Gallery Singapore, as well as Frasers Property Singapore’s Northpoint City, Century Square, and The Centrepoint retail malls.

Purple is the symbolic colour universally associated with dementia, while yellow represents positivity, providing an enlightened contrast to the stigma and negativity often associated with the condition. To boot, several partners have gone the extra mile to help foster greater empathy and support. Sentosa Development Corporation’s commitment to the cause, for example, includes regular scheduled talks on understanding dementia for various active ageing communities, paired with guided tours of its Sensoryscape.

It is also worth noting that Frasers Property Singapore now boasts 102 dementia go-to points located across its malls to provide resources, assistance, and support.



1 Frasers Property: Century Square

2 Esplanade: Theatres on the Bay

3 National Gallery Singapore

4 Singapore Flyer

5 Singapore Sports Hub

6 - 7 Sentosa Sensoryscape

8 Frasers Property: Northpoint City

9 Frasers Property: The Centrepoint





## Raising Concern

While overall dementia cases in Singapore have trended downwards, according to a recent Institute of Mental Health study, numbers for young-onset dementia (YOD) are the exception. An estimated 3,700 people in Singapore have young-onset dementia, and like the estimated 100,000 persons living with dementia in Singapore, the number is expected to rise in the next five years.

This is why Dementia Singapore commissioned a survey to shed light on people's thoughts about YOD. Conducted by research firm Milieu Insight, the results were timed for release during World Alzheimer's Month (4 September). The survey, which polled 1,000 people from the age of 16 to above 55, revealed that a majority are aware that dementia does not only affect people aged 65 and above. More encouragingly, more than half of the respondents (55%) will consider cognitive screening for YOD if they notice any related symptoms – although affordability and fear of a positive diagnosis were cited as reasons they may not do so.

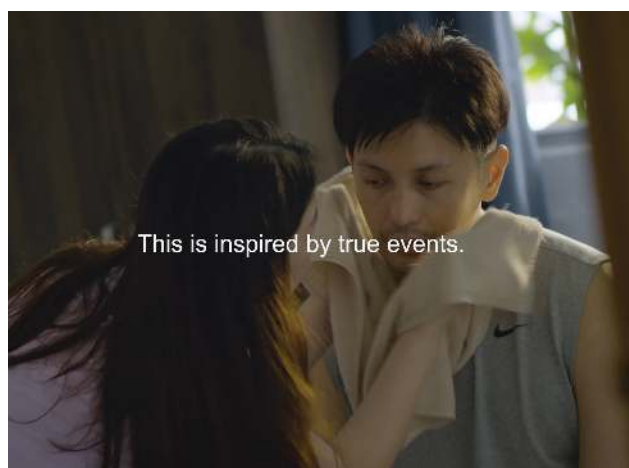
Dr Chiew Hui Jin, Consultant, Department of Neurology, National Neuroscience Institute, concluded: "The rise in YOD cases may in part be due to the greater awareness of YOD among the general public, as this means more younger people are willing to seek help."

**More than half of the respondents will consider cognitive screening for YOD if they notice any related symptoms**

## Visual Advantage



Leveraging the connectivity of the social media sphere to grow the spotlight on young-onset dementia, Dementia Singapore premiered its latest awareness video on World Alzheimer's Day (21 September) via the main online platforms. The minute-long clip lays bare the stark reality of a young family navigating the challenges of caring for a loved one with the condition. But it also reminds us that #despitedementia, love prevails.



Scan QR code to watch the video:



## Only Natural

On 11 February 2025, Dementia Singapore and Pan Pacific Singapore signed a Memorandum of Understanding aimed at fostering collaboration on initiatives to raise awareness of dementia and provide valuable benefits to individuals living with dementia and their caregivers. Witnessed by Melvin Lim, general manager of Pan Pacific Singapore, and Jason Foo, CEO of Dementia Singapore, the partnership marks the first time a hospitality brand is collaborating with Dementia Singapore.

This is “a significant step forward in our efforts to foster a more informed and compassionate community around dementia”, said Foo. And Lim affirmed this, noting how the hotel will be implementing staff training programmes that will empower them with the knowledge and sensitivity needed to provide support to guests facing unique challenges.

Aside from supporting Dementia Singapore’s key outreach events, the hotel is also offering exclusive benefits to Dementia Singapore’s CARA membership programme that connects persons with dementia and caregivers to an ecosystem of solutions via a mobile application. These include discounts on hotel rooms and dining options at Pan Pacific Singapore and access to special promotions at the hotel’s e-shop.



## Driving Advocacy

Topping a year of strategic alliances, Dementia Singapore’s communications and advocacy team announced yet another key partnership, this time with Shell Singapore, on 23 November 2024. The aim is to remove the barriers of stigma surrounding the condition and encouraging more people to become active participants in fostering a dementia-inclusive society.

Dementia Singapore CEO, Jason Foo, added: “The brief moments people spend at these stations present a unique opportunity for us to share valuable information and drive home the importance of awareness.”

Fact is, more than 40 selected Shell service stations across Singapore will display video snippets and digital posters from Dementia Singapore’s latest awareness campaign, which sheds light on the unique challenges faced by individuals affected by dementia, with added focus on young-onset dementia. The campaign kicked off with a series of #despitedementia posters and will evolve to include insights into dementia’s impact on younger individuals and their families.



## Growing Penchant

Dementia Singapore continues to leverage its unique outreach and advocacy initiative, dubbed simply the Our Getai roadshow, to grow awareness, promote education and to inform the public – particularly the more vulnerable – of the latest resources available to them, with the hope of breaking down stigma and inspire preventive action.

On 1 June 2024, we announced the CARA app’s Care Circle feature during the Our Getai roadshow in Queenstown, held at the Leng Kee Community Club. The event featured musical performances, skits, and games where veteran hosts Marcus Chin and Anna Lim shared insightful information about dementia care with an audience of close to 400 people. The event was also live streamed on Dementia Singapore’s Facebook page, garnering more than 33,000 online viewers.



Then on 5 October, the show made its way to another key mature estate, where over 300 residents gathered at the Central Stage at Ang Mo Kio Town Centre for a night of familiar Chinese tunes and animated banter, and more useful insights into managing dementia. This is also where Dementia Singapore officially announced the launch of the Mandarin version of DementiaHub.SG - the one-stop platform for dementia information, resources and event listing.

These enhancements reflect the company’s dedication to reaching a wider audience and ensuring that vital information on dementia care is available to all, regardless of language or physical ability.

## Strategic First

On 14 May, Singlife signed a Memorandum of Understanding with Dementia Singapore. This is part of the homegrown financial services company’s commitment to support individuals throughout their health journey, having launched its Dementia Cover – the market’s first insurance plan offering yearly payouts for persons living with dementia and other mental health issues – the same day. This is a long-term care protection plan offering annual payouts of up to S\$10,000 that covers individuals up till age 99.

Dementia Singapore will provide training to Singlife’s employees and affiliated financial adviser representatives to enhance their awareness and deepen understanding of cognitive decline, the impact on caregivers and the support resources available in Singapore. In addition, employees of Singlife will contribute to the dementia community by serving as volunteers at Dementia Singapore’s care centres and community outreach programmes.

“The needs of a person with dementia can vary significantly, as might a family’s ability to provide for their loved one’s care journey,” shared Dementia Singapore CEO Jason Foo, noting how these can include the task of managing home- and centre-based activities that offer meaningful and therapeutic assistance for persons with dementia, as well as a host of psychosocial factors that comprise self-care solutions for caregivers. He added that the decision to partner with Singlife to help provide better support is a timely one.



# CARA: A DIGITAL GATEWAY TO DEMENTIA SUPPORT



MEMBERSHIP  
BREAKDOWN AS  
OF 31 MARCH 2025

CAREGIVERS:  
**3,419**

MEMBERS  
OF PUBLIC:  
**4,970**

PERSONS LIVING  
WITH DEMENTIA:  
**2,593**

Launched in November 2021, our digital membership programme, CARA – which stands for Community, Assurance, Rewards, Acceptance – continues to make strides in improving access to dementia knowledge and support for its growing community. This is made possible with the help of the Agency for Integrated Care and a growing pool of community and commercial partners who have banded together to support the programme and the local dementia community it serves.

## New features on the CARA App

### Dementia Go-To Point Locator

Developed in collaboration with AIC, the new Dementia Go-To Point (GTP) Locator in the CARA app helps users identify the nearest Dementia GTPs where persons with dementia who appear lost or unable to find their way home can be brought for assistance.

With over 790 Dementia GTPs islandwide, trained staff are equipped to provide support and help reconnect these individuals with their caregivers or families. These GTPs also serve as resource centres, offering educational materials and information on dementia.

This app enhancement empowers the community and supports the goal of building a dementia-friendly Singapore, where individuals living with dementia feel safe, supported, and included.

Scan to find out more:



The feature is (also) easy to use—just turn on your phone’s location service, and it provides a list of nearby Dementia Go-To Points. This is invaluable, as it’s comforting to know there are people in the community who can help if my loved one ever goes missing. If more people become aware of this and guide persons with dementia to these points, it could make a huge difference

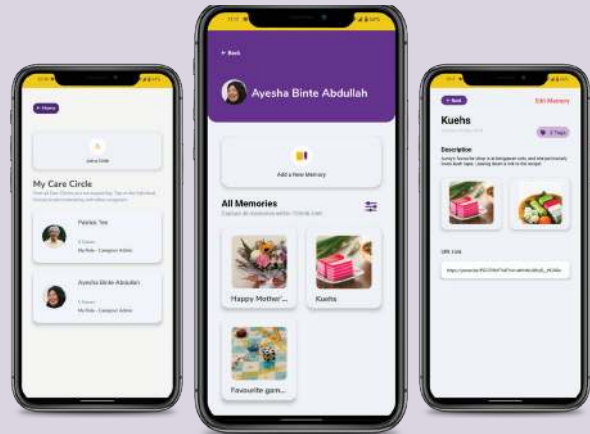
- ELIZABETH CHONG, CAREGIVER

### Care Circle and My Memories

This new feature allows caregivers to create a personalised group that includes everyone involved in caring for a loved one with dementia. It facilitates seamless communication among group members through shared notes and updates.

The feature also introduces 'My Memories'—a tool for families to curate meaningful activities and capture special moments. Serving as both an engagement facilitator and a digital scrapbook, it helps members preserve memories throughout their dementia care journey.

Scan to find out more:



### Benefit and Solution Partners

CARA welcomed 10 new Benefit and Solution Partners, expanding its diverse ecosystem of support for members. They include Doctor Anywhere, Pan Pacific Singapore, Singlife, and SPH Media. As of March 2025, CARA has more than 120 Benefit and Solution Partners combined.

In addition, we have introduced a new Medico-Legal category, enabling CARA members to access services from private general practitioners, psychiatrists, and lawyers who can assist with Lasting Power of Attorney (LPA) and Court-Appointed Deputyship (CAD) applications. This aligns with Dementia Singapore's recently launched psychological services, which aim to facilitate the mental capacity assessment process for LPA and CAD applications for families impacted by dementia.



To promote greater awareness, The Straits Times also collaborated with Dementia Singapore to curate 12 monthly e-newsletters for CARA members, partners, and Dementia Singapore's clients. These newsletters featured articles on topics relating to mental health, ageing, and dementia.

Scan to read the issues here:



### Partnership with SPH Media

To promote daily reading as a means to stay cognitively active, Dementia Singapore partnered with SPH Media on a successful campaign that rewarded new CARA sign-ups with a one-year digital subscription to one of SPH Media's newspapers. During the one-month campaign, CARA saw an encouraging increase of 1,000 new sign-ups.

## Notable Outreach Events



Over the past year, the CARA team conducted 18 community outreach events, engaging more than 1,600 members of the public and achieving over 220 new sign-ups. The team remains committed to expanding outreach efforts in schools, medical institutions, and hospitals to raise awareness about CARA and its benefits.

### WalkForLife 2024 - 14 September 2024

Organised by Dementia Singapore as part of its renewed focus on reaching out to communities in the heartland, this event brought together over 200 participants for a one kilometre walk at Our Tampines Hub to raise awareness about dementia.

Sponsored by Tokio Marine Insurance Group, the event featured booths from CARA partners such as Brain Bank Singapore, Silver Activities, and The BioLabs offering insights into dementia symptoms and support services for persons with dementia and their caregivers.

The booth by Memory Lane, for example, showcased how artificial intelligence can transform life stories into books, while Tack One, a global location intelligence solution company, demonstrated how its tracking devices can offer caregivers peace of mind.



### Singapore Police Force's Community Watch Scheme (CWS) Brunch and Learn Session - 15 March 2025

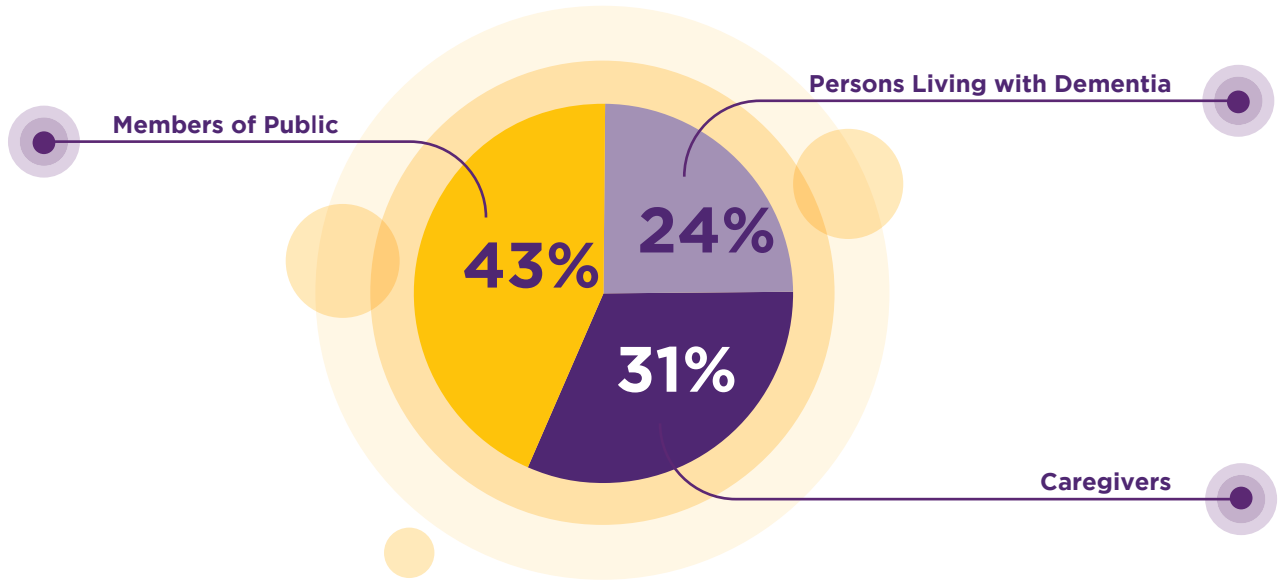
CARA was invited to share at the Singapore Police Force's Brunch and Learn Session held at The Star. Over 150 CWS volunteers were present for the outreach session, while more than half of the attendees signed up as CARA members to support the dementia community.



1 The CARA team with Assistant Commissioner of Police and Director of Community Partnership Department, Sherrin Chua

2 Bernard Lim, Director of Advocacy & Communications, giving an awareness talk on dementia at The Star Vista

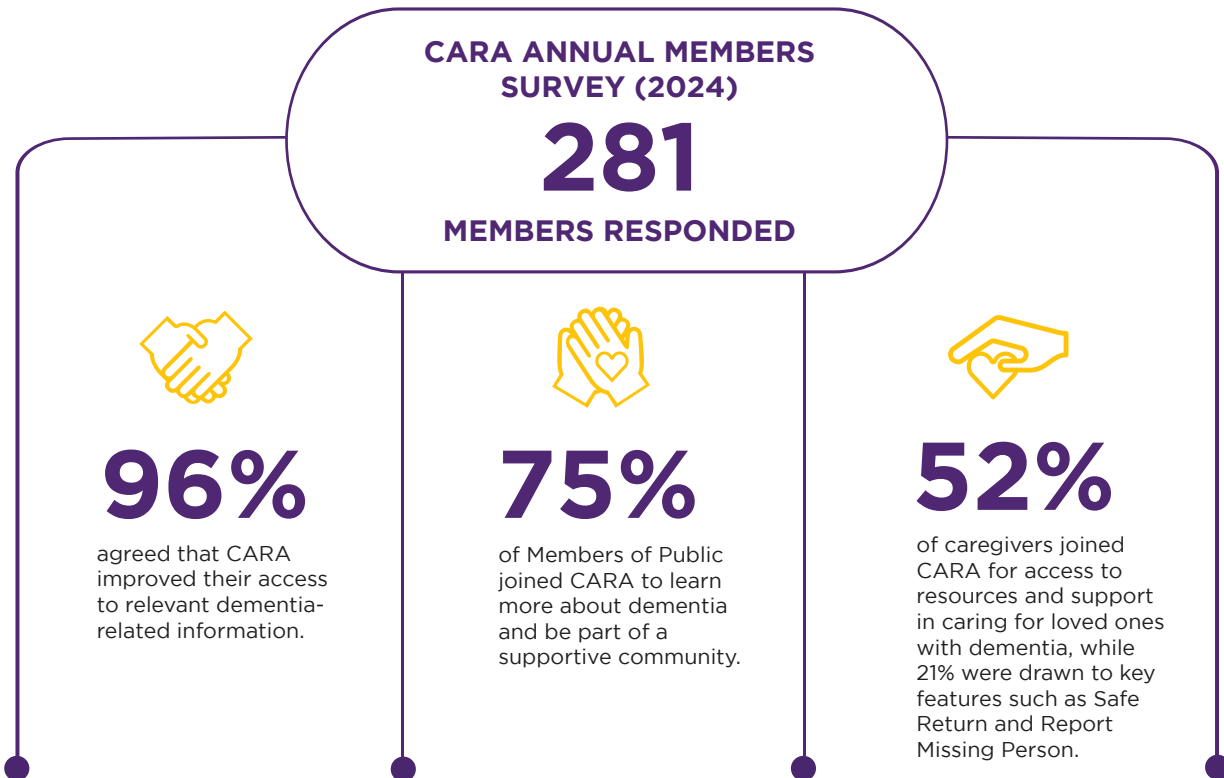
## Achievement Unlocked: Surpassing 10,000 CARA members!



Through our sustained outreach efforts and strategic partnerships, CARA surpassed the 10,000-member milestone in 2024, with most of the sign-ups coming from Members of Public. The growing interest from the public reflects a shared commitment to building a more dementia-inclusive society—where greater understanding, empathy and everyday support can make a meaningful difference. The CARA programme remains committed to introducing new features and benefits, and reaching more families impacted by dementia.

### CARA Annual Members Survey 2024

An annual survey is conducted to understand members’ experiences and satisfaction with the CARA programme. In 2024, 281 members responded, and the findings were encouraging:



### Looking Ahead

As CARA continues to expand its capabilities and presence, we remain committed to growing the platform in purposeful and meaningful ways. One upcoming initiative is the exploration of gamification for education and awareness, designed to engage users more interactively while deepening public understanding of dementia. Plans to translate the CARA app to Bahasa Melayu, making it more accessible and relevant to a wider segment of our community, are also in the pipeline.



## **BUILD CAPABILITY AND CAPACITY** Empowering Communities with Knowledge and Training

# ACADEMY

**NUMBER OF MEMBERS OF PUBLIC TRAINED  
(INCLUDING PROFESSIONAL CARE STAFF) BY DSA**

**2,164**  
AS OF 31 MAR 2025

## interRAI Long Term Care Facilities (LTCF) Assessment

Dementia Singapore Academy was appointed by the Agency for Integrated Care (AIC) to conduct interRAI Long-term Care Facilities (LTCF) training for the nursing home sector since April 2024.

interRAI LTCF, is a standardised assessment tool that provides information on a person’s health and wellbeing to enable informed clinical decision-making and comprehensive care planning.

DSA successfully trained 586 staff from 31 nursing homes in Singapore as of 31 Mar 2025.



**1** InterRai Training

## Completion of Humanity

February 2025 marked the completion of the Humanity Training Course, a pilot project partnered with AIC and Humanity Singapore. Humanity® is a relationship-based and compassionate care approach that has shown improved outcomes for older adults with dementia symptoms. It also helps reduce staff burnout, enhances empathy, and improves attitudes towards dementia in local acute care settings.

Over a span of 16 months, 294 participants from seven organisations gained proficiency in applying the Humanity tools and techniques, and deepened their understanding of the Humanity care philosophy and techniques to effectively mentor internal teams.



**294**

**participants trained**

from 7 organisations trained over 16 months



**Feb 2025**

**marked the completion**

of a pilot project partnered with AIC & Humanity Singapore

## Dementia Activities for Cognitive Stimulation (DACs)

Since April 2024, DSA has been appointed by the Agency for Integrated Care to conduct DACs training for the Community Outreach Teams (CREST) in the Community Care Sector. This mandatory training equips CREST staff with the skills needed to support and facilitate cognitive stimulation activities for clients with dementia in the community. As of 31 March 2025, DSA has successfully trained 102 staff under this initiative.



2

3



## DSA Trainer Networking Session

DSA hosted a trainer networking session in December 2024 to connect with our trainers, strengthen relationships, and provide up-to-date information.

2

DACS Training

3

Academy Trainers Networking Session

# CONSULTANCY SERVICES

## Understanding Dementia: A Journey of Empathy and Innovation

In a unique partnership that bridges hearts and minds, Dementia Singapore, together with Science Centre Singapore and the Ministry of Health, reimagined the Dialogue with Time – Embrace Ageing exhibition, introducing new learning areas that aims to deepen public understanding of dementia.

As part of the enhancement, a new section of the exhibition was created to help visitors connect more personally with dementia. The space features a dementia-friendly environment, an informative corner explaining the different types of dementia, how the brain can be affected by the condition, and interactive games that offer insights into what it might feel like to live with dementia.

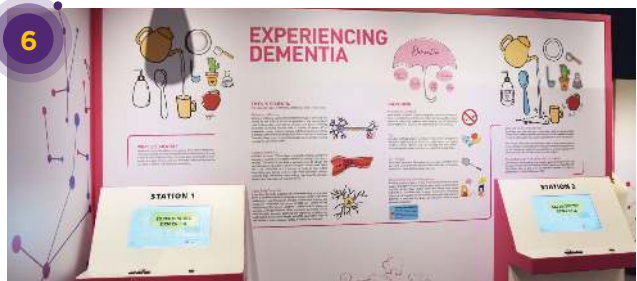
At the heart of this transformation lies “Dementia’s Lens,” a virtual reality experience that offers visitors an immersive journey through the eyes of someone living with dementia. It blends technology and education, fostering compassion and awareness in ways traditional learning cannot.



4



5



6



7

4

VR experience

5

7

Exhibition

# MEETING CENTRE SUPPORT PROGRAMME

## Expanding and Sustaining Meeting Centre Support Programme in the Community

Dementia Singapore continued its efforts in 2024/2025 to support community partners in setting up Meeting Centres at their premises. Singapore now has a total of 10 Meeting Centres, operated by seven social service agencies and places of worship. Collectively, they support over 80 families impacted by dementia.

To sustain these centres and deepen community engagement, Dementia Singapore trained 100 community volunteers in the last 12 months. Volunteers play a vital role in running programmes, reducing stigma, and fostering stronger bonds among neighbours. Their involvement is key to the successful integration of Meeting Centres within the community.

Now in its third year, programme evaluation continues to reaffirm the positive impact of Meeting Centres. Persons with dementia have reported improved quality of life, while caregivers benefitted from peer support

and shared learning. A qualitative study conducted by students from the Singapore Institute of Technology, in collaboration with Dementia Singapore, involved interviews with 14 caregivers across nine Meeting Centres.

The findings highlighted that increased occupational participation significantly improved the well-being of persons with dementia. Caregivers also valued the supportive social environment the Meeting Centres provided, as it afforded them the space to foster meaningful connections.

Caregivers were particularly appreciative of the emotional support and shared experiences offered by fellow caregivers, which helped them navigate the challenges of caregiving. The study did also reveal persistent caregiving challenges, which underscores the importance of the support these Meeting Centres provide.

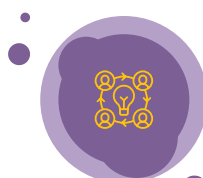
# RESEARCH AND INNOVATION

In 2024, the Research & Innovation Unit focused on projects where persons living with dementia and their caregivers were involved not just as research participants but partners in co-designing new technological solutions.

## Co-designing a Mandarin Dementia Awareness Game

In collaboration with the Singapore Institute of Technology, Queen's University Belfast, and Focus Games, eight persons living with dementia and caregivers co-designed a localised Mandarin version of the Dementia Awareness Games.

They first advised on the content and visual elements of the game during a workshop in May, providing the team with a deeper understanding of cultural representations of dementia in Singapore, and what questions the players should be asked. The same group of persons living with dementia and caregivers gave their feedback on the game prototype during a follow-up session in November. The game is scheduled for public release in 2025.



**8**  
persons living with dementia  
and care givers shaping the game



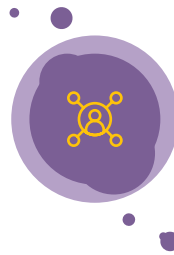
Game is scheduled to  
release in  
**2025**

## Social Presence and Support with Conversational AI

Continuing our collaboration with the Singapore Management University and A\*STAR in 2023, an AI language model was developed to mimic a professional caregiver’s speech response during a reminiscence therapy session. Dementia Singapore recorded reminiscence therapy sessions between occupational therapists and 10 persons living with mild to moderate dementia.

Over 15,000 phrases spoken during these sessions were analysed to produce the language model, which is just one component of the three prototype AI avatars designed to simulate the presence of a caregiver. The AI avatar is intended to be able to

hold a conversation with a person living with dementia, generating an appropriate response to their replies and engaging them meaningfully in a reminiscence session. The Research & Innovation Unit has tested and evaluated these prototypes, which will undergo further development.



**15,000+**

**phrases from 10 participants**

were analysed to develop AI language model for reminiscence therapy

## The Care Buddy Platform Study

Dementia Singapore is also part of a five-year collaborative study with Duke-NUS, KTPH, SIT and A\*STAR that began in 2022 to develop a holistic web-based integrated care model for caregiver of persons living with dementia called The Care Buddy Platform. The application has undergone two phases of testing with caregivers to assess its usefulness and the relevance of solutions it provides, a part of which draws on services provided by Dementia Singapore.

Qualitative in-depth interviews were held with caregivers after a month of using the application. The application was constantly being updated based on the caregivers’ suggestions in each round of testing. Its usability score improved with every round, showing an average increase

of 11.4% from the first to the third round. In Phase Two, caregivers rated the usefulness of the app 31 out of 35, and on average 40.3 out of 47 for satisfaction with the interface. The platform will be further tested in Randomised Control Trials (RCT) in upcoming months.



**40.3 / 47**

**caregivers’ satisfaction**

caregivers rated the app highly for interface satisfaction

## Refresh and Reconnect!

Dementia Singapore also supported the development of other collaborative programmes by sharing knowledge and linking up community partners. Building on findings and learning points from the study on arts-based programmes in previous years, the National Museum of Singapore designed an 8-week programme where clients of Dementia Singapore with mild dementia were engaged in meaningful museum-based activities, aimed to prompt reminiscence and social interaction within the group.

The programme design aims to develop confidence in persons living with dementia to tell their own stories and also become more comfortable exploring cultural institutions independently with their caregivers.



**8-week**

**programme**

where clients with mild dementia were engaged in meaningful museum-based activities

## IMPRESSMIND2S

(IMPlmentation stRategiEs for Scalability and Sustainability - Multidomain INterventions in a structured care pathway to Detect and Delay cognitive decline in community-dwelling older adults)

Dementia Singapore embarked on a five-year research collaboration with several SingHealth hospitals and community care organisations to evaluate the implementation and effectiveness of IMPRESS-MIND2S with standard care in (i) detecting cognitive decline and delaying cognitive decline in older adults, (ii) reducing caregiver burden, and (iii) improving quality of life (QoL) for older adults with no cognitive impairment (NCI), MCI and mild dementia (MD), and their caregivers respectively. This research project has received approval from the Institutional Review Board (IRB).



### 5-year

#### research project

collaboration with several SingHealth hospitals and community care organisations

In Phase 1A of the study, several practitioners from Dementia Singapore (DSG) participated in focus group interviews and discussions to validate the key determinants related to IMPRESS-MIND2S. This phase aimed to refine the implementation strategies by identifying contextual factors and mapping existing gaps to appropriate strategies.

In the next phase - pilot study - DSG will work closely with members of Community Psychogeriatric Programme (CPGP) from Changi General Hospital (CGH) to co-create protocol for cognitive activity domain and the training materials for staff from Active Ageing Centre, caregivers and youth volunteers.



### Next Phase

#### pilot study

DSG will work closely with members of CPGP from CGH

## Dementia Colabs

Dementia Colabs is a collaborative network that brings together stakeholders in the dementia care sector to discuss current issues and work on solutions for the betterment of quality living for persons with dementia. Dementia Singapore organised two meetings, on 24 May and 21 November. We were excited to welcome new partners to the network, Eisai and the Happee Hearts Movement.

During the meeting in May, Dr Chen Shiling presented the initiative's person-centred care approach to support persons with intellectual disability that have been diagnosed with dementia. The meeting in November saw one of the largest turnouts from our network and was hosted at the GoodLife! Studio by Montfort Care where clients of their programme treated the network partners to customised aromatherapy tea and perfume.



- 1 GoodLife! Bedok staff showing the Dementia Colab network partners different types of aromatherapy tea made by clients at the GoodLife Studio
- 2 Dementia Colab Network partners gathered at the GoodLife Studio for the meeting in November 2024
- 3 A client at GoodLife! customising aromatherapy tea and perfumes for network partners at the November Dementia Colabs meeting

# DEMENTIAHUB.SG

## Greater Access to Diverse User Groups

Since its launch in 2021, DementiaHub.SG has seen steady growth in its monthly active users from a broad range of profiles – including persons living with dementia, caregivers, healthcare professionals, and members of the public committed to building a dementia-inclusive society.

To better serve this growing and diverse audience, DementiaHub.SG has established itself as a multilingual platform, reaffirming its mission to provide localised and relevant information to users across Singapore. It is now available in all four of Singapore’s official languages: English, Mandarin, Malay, and Tamil. The translated sites were launched progressively – Chinese in July 2024, Malay in December 2024, and Tamil in March 2025.

### April 2024 to March 2025



**6,000**

Average Monthly Active Users



**272,661**

Page Views



**91,018**

Active Users

The Malay-translated DementiaHub.SG site provides a starting point for those in the Malay community to get knowledge about dementia, and how to support those impacted by the condition

**- ANJANG ROSLI**  
A person living with dementia

Language barrier has always been a contributing factor that impacted the nursing care provided to persons living with dementia.

The launch of the site provides a great deal of help for caregivers especially those who are not fluent in English to help facilitate better care for their families. Now, they can visit the website to digest information as verbalising such content is not always accurate. The website provides a way to recap and revisit important information to help them better care for their family

**- SIVACHANDRAN MURUGASU**  
An ambulance service provider who frequently meets with elderly and families with PLWD on his thoughts regarding the launch of the site in Tamil

### What Users Accessed



Videos and Curated Articles



Blog Posts



Online and Downloadable Resources

# PUBLIC EDUCATION

Dementia Singapore continued efforts to bring dementia awareness to the community



45

talks and events conducted and participated in



>5,000

members of the public reached

## VOICES FOR HOPE

### Programme Cohorts

In the last year, four new cohorts were conducted and 36 clients graduated from the programme. Since the launch of the Voices for Hope (VFH) programme in 2019 through to the end of FY2024, a total of 19 cohorts have been conducted, with 155 clients graduating from the programme.

These graduates, known as alumni, form the VFH Alumni group, continuing their journey together as a community that supports one another.



## Alumni Activities for Advocacy and Bonding

FY2024 saw the appointment of the VFH Alumni Committee, who are tasked to organise activities for alumni engagements, foster bonding, promote peer support, and enhance the overall wellness of the group. On top of these activities, they were actively involved in numerous advocacy efforts, including awareness talks and media interviews.

It is worth noting that the activities were organised based on five key principles adopted by the VFH programme: cognitive rehabilitation, physical rehabilitation, occupational therapy, speech and language therapy, and swallowing therapy.

**Here are some of the programme’s notable events and gatherings.**

### ‘Genting Dream’ Cruise to Port Klang

The highlight of the year was a memorable three-day, two-night cruise from 14 to 16 July 2024, where 60 members of the VFH alumni bonded in a safe yet exciting environment. The trip helped our alumni strengthen their bonds, create lasting memories, and provided time and space for persons living with dementia and their caregivers to rejuvenate.



VFH alumni went on a 3D2N (14 – 16 July 2024) cruise onboard ‘Genting Dream’ – a trip that fulfilled their dream of travelling with their loved ones once again, in a safe and controlled environment to build bonding, good memories, do advocacy and time out to recharge/rejuvenate

### Monthly Outdoor Nature Walks

Our VFH alumni Quek Ee Meng (a person living with dementia and avid marathon runner) and Alice Tan (Ee Meng’s caregiver) organise monthly outdoor nature walks in various parks around Singapore. These walks promote physical and mental well-being, foster bonding among participating alumni, and occasionally provide advocacy opportunities with curious members of the public.



Monthly outdoor nature walks at different parks around Singapore to enhance the alumni’s well-being, build bonds and peer support and not forgetting to advocate to anyone who is curious and wants to know more about us

## Weekly Coffee Morning & Therapeutic Sessions

The VFH Alumni Committee organises two Coffee Morning sessions and one therapeutic session on most Saturday's every month. During these sessions, members are divided into groups based on their curated activities. Persons with dementia will engage in music and movement cognitive activities, while their caregivers will engage in mindfulness talks and activities such as meditation, yoga, and good practices sharing.



## La Kopi Sessions (for PLWDs)

The La Kopi sessions take place on the first three Tuesdays of each month and are hosted by Emily Ong, a person living with dementia (PLWD). They are exclusively for VFH Alumni PLWDs, supported by care partners. Two sessions are conducted via Zoom, while one session is an on-site outing with activities.



La Kopi sessions hosted by and attended only for PLWDs to allow them time and space to engage in cognitive activities and discussions. Sessions are conducted via Zoom and on-site outings organised and lead by PLWDs (with care partners playing supporting roles only)

## Asian Civilisations Museum's Arts & Memories

Seven pairs of VFH alumni participated in the Asian Civilisations Museum's four-week Arts & Memories 2024 programme, which included guided tours around the museum's galleries and discussions about its artefacts. Following the tours, an art therapist facilitated art-making activities where participants recreated items they had seen during the visit. All participants shared that they found the programme very meaningful, as it brought them back in time, allowing them to reminisce about their younger days.



7 pairs of VFH alumni participated in Asian Civilisations Museum's Arts & Memories programme. Sessions comprised of a tour to different parts of the museum with different themes and followed by a hands-on art session to create replicas of items they saw. This programme brought cognitive stimulation and reminiscence benefits for our clients

## Media features

In addition, more self-advocates are stepping forward, participating in several media interviews and three new advocacy videos



### Ee Meng & Alice

Ee Meng, a former engineer and educator who ran a math tuition centre for twenty years with his wife, Alice.

In June 2023, he was diagnosed with Alzheimer's Disease and apraxia.

Scan to watch the video:



### Din & Jamaliah

Misrudin Anwar, 78, was diagnosed with vascular dementia in 2019.

His wife Jamaliah, 74, is his main caregiver.



Scan to watch the video:



### Darren & Rosalind

Darren Ho, 58, is a former venture capitalist. In 2021, he was diagnosed with Posterior Cortical Atrophy (PCA).

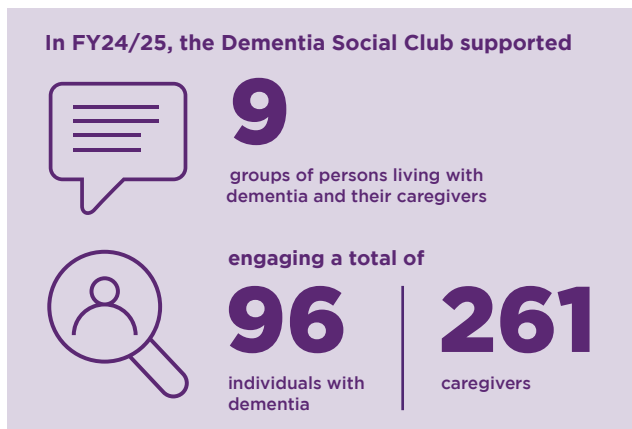
His wife, Rosalind, is his primary caregiver.

Scan to watch the video:



# DEMENTIA SOCIAL CLUB

**Number of Clients Served (inclusive of discharges) as of 31 March 2025**



Weekly programme activities were designed to be person-centred, tailored to the unique interests and needs of each group. Among these, three groups specifically catered to individuals with young-onset dementia (YoD).

## Social Club for Young-Onset Dementia (YoD): Building Connections Through Shared Experiences

In FY24/25, the YoD Social Club empowered families through participant-led activities, fostering a strong sense of community. Caregivers and their loved ones with YoD organised 31 outings and indoor events, including museum visits, walks in the Singapore Chinese Garden, bowling, boat trip and movie screenings, all tailored to the group's interests.



These shared experiences not only provided joy and stimulation for persons living with dementia (PLWDs) but also created valuable opportunities for mutual support among caregivers. The act of planning and participating together strengthened family bonds, empowering them and reinforcing a culture of solidarity and inclusivity within the YoD community.

Thank you so much for organising the 3rd DSC event and we all enjoyed the get-together and got to know others (better) at the event. Not forgetting you and the whole team who have put in a lot of hard work coordinating and planning. And also, (thank you to) the AloHa singing teams for their performance

All the elderly who come weekly to the centre at Tiong Bahru Plaza have something to look forward to - the weekly sessions (where) they can join in the singing, crafts and games. Cause if not, (being) stuck at home (is) no good for them. Thank you once again and bless you all. Good job

**- YAP LAI SIM**  
Daughter of Mdm Leong Choon Hong

YoD club is the first place where Darren, who is living with dementia, has had the chance to meet others like him. The activities help him to open up more and (he has) become more willing to step out of the house

**- ROSALIND AND DARREN**  
Alumni of Voices for Hope

YoD social club gives us a good platform to engage our loved ones. I, myself, enjoy the activities too, whether they are conducted by the staff or the care partners.

However, for me to plan and carry out the activities, being on duty for the month, is too taxing and stressful

**- ALICE**  
Caregiver

### 3rd Anniversary of the Dementia Social Club

We celebrated the third anniversary of Dementia Social Club with a memorable two-day event in October 2024, marking a significant milestone in our mission to create a supportive and inclusive space for individuals living with dementia and their families. The celebration was attended by 158 people, including 68 clients and 90 family members.

It was a wonderful opportunity for families to connect, share stories, and deepen their relationships beyond the weekly programmes. The event showcased the strong sense of community that has developed, built through shared experiences, emotional connections, and mutual support. This anniversary celebration reaffirmed how the Dementia Social Club has grown to become more than just a safe gathering place.



Mdm L and daughter



Mr K and volunteer

# BUILDING AN INCLUSIVE DEMENTIA-FRIENDLY KEBUN BARU



1



2

3

4

Since 2018, Dementia Singapore has been working closely with grassroots organisations and community partners to make Kebun Baru more dementia-inclusive for its residents. This concerted effort began with ground-sensing work to better understand what matters most to its community. This has led to several initiatives, one of which is the nationally acclaimed mural wayfinding project.

The pilot, which started in 2020 with just 10 blocks, has in the last year expanded to the entire estate. Today, more than 200 walls across 50 blocks feature unique images of common household items, food and fruits, childhood games, and even hobbies.

1

Distinct yet familiar wall mural at Blk 131 Ang Mo Kio Ave 3 in Kebun Baru helps residents to identify their block

2

4

Volunteers and artists working hard to complete the wayfinding murals across 200 walls and 50 blocks in Kebun Baru

**True partnership is not measured by time, but by the lasting impact of collaboration. Over the past seven years, we've transformed a vision into a reality, creating murals that not only beautify but guide and connect. Through this shared effort, we've built more than just a wayfinding tool; we've created a lasting symbol of inclusivity, clarity and community spirit**

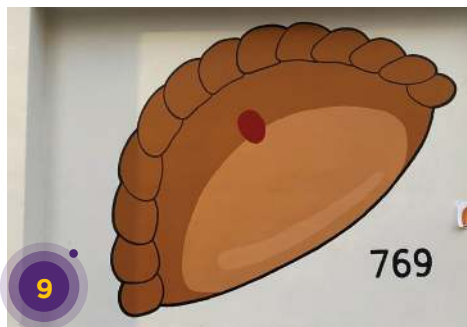
**- EDNA TAN**  
Kebun Baru grassroots leader



In collaboration with the Land Transport Authority and SMRT, and with the support of Mr Henry Kwek, Member of Parliament and Grassroots Adviser for the Kebun Baru Grassroots Organisations, wayfinding floor sticker cues were also implemented at Mayflower MRT station (TE6) on the Thomson-East Coast Line. The floor stickers complement the existing wall murals at the nearby HDB blocks, helping commuters and residents - especially those with dementia - navigate between the station and the nearby residential estate with greater ease and confidence.

**5 - 6** Directional floor stickers at Mayflower MRT Station (TE6) complement the existing wall murals at nearby HDB blocks to aid residents with dementia navigate between the station and the nearby residential estate with greater confidence

# LIVING WELL WITH DEMENTIA IN SEMBAWANG WEST



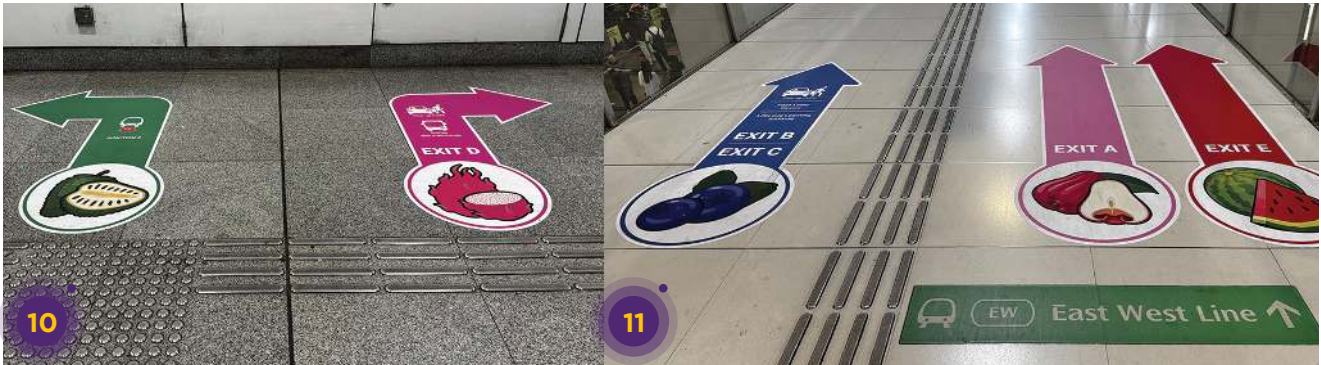
Working with the grassroots members from Sembawang West Zone H, the mural wayfinding project was piloted at blocks 769 and 770 in July 2024, providing a calming and familiar visual aid to help residents with dementia identify their block. Plans are underway to expand the project to its remaining 16 blocks.

**7** Ms Poh Li San, Grassroots Adviser and Member of Parliament for Sembawang West SMC, adding the finishing touches to the mural at Blk 770 Woodlands Drive 60

**8** Admiralty Secondary School students lending their hand in painting the wayfinding mural at Blk 769 Woodlands Drive 60

**9** The popular sardine puff mural at Blk 769 Woodlands Drive 60 provides a calming and familiar visual aid for residents with dementia to identify their block

# EMPOWERING PERSONS WITH DEMENTIA ON PUBLIC TRANSPORT



Since 2022, Dementia Singapore has been collaborating with SMRT to introduce wayfinding murals to support commuters with dementia and other special needs. As part of this effort, large and vibrant mural stickers have been installed at selected bus interchanges and MRT stations to serve as intuitive visual guides.

These cues are designed to improve accessibility and empower commuters to navigate public transport nodes with greater ease and confidence. A continuation of our partnership with SMRT saw two MRT stations, namely Bishan MRT station (NS17 & CC15) and Paya Lebar MRT station (EW8 & CC9), installed with the wayfinding floor stickers in the first quarter of 2025. This initiative underscores our commitment to building a commuting environment that supports not only those living with dementia but also benefits the wider community.

**The dementia-friendly wayfinding signage benefits not only individuals living with dementia, but also the broader public, by making navigation easier for everyone. We sincerely thank Dementia Singapore for partnering with SMRT to bring this meaningful initiative to life**

**- MR ALVIN KEK**  
Group Chief Commuter Engagement & Service Excellence Officer and Senior Vice President, Rail Operations

**10 - 12** Large and vibrant directional floor stickers installed at Bishan MRT station (NS17 & CC15) and Paya Lebar MRT station (EW8 & CC9) serve as intuitive visual guides for commuters with dementia and other special needs





Beyond these initiatives that support commuters with dementia, a video produced in collaboration with the Public Transport Council highlighted the abilities of persons living with dementia. In the 2-minute video, Emily Ong, a person living with young-onset dementia, shares her experience preparing for her journeys, how her condition made her more aware of others who may be lost, and how she would proactively help them.

Scan to watch Emily Ong's video here:



# ENHANCED ENGAGEMENT WITH HDB



Since 2022, Dementia Singapore has been engaging with the Housing & Development Board (HDB) on designing dementia-friendly living spaces. Our lived experience advisory panel, comprising persons living with dementia, participated in a post-implementation review with the HDB team at Boon Lay Glade in January 2025. The on-site visit empowered our panel with the opportunity to review the effectiveness of the wayfinding features implemented by HDB at the new establishment.

**13 - 14** Behind-the-scenes shots as Emily Ong shares her strategies on how she prepares for her journeys to stay independent, and help others on public transport

**15** Participants made up of persons living with dementia, caregivers, staff from HDB and Dementia Singapore were all smiles after the post-implementation review at Boon Lay Glade

**Being part of the project made me feel useful again. It was meaningful to see how simple changes in the environment can support independence and dignity for persons living with dementia. The involvement gave us a sense of purpose**

**- PETER ESTROP & EVON ESTROP**  
Alumni of Voice for Hope



## **CARE INNOVATION**

Enriching Lives with Person-Centred Care

# LIVES IMPACTED AT A GLANCE

NUMBER OF CLIENTS SERVED (INCLUSIVE  
OF DISCHARGES) AS OF 31 MARCH 2025

## HOME-BASED CARE

Home Support Team

**697**

Caregivers received assistance from the Home Support Team

Post Diagnostic Support

**226**

Post Diagnostic Support has journeyed with families whose loved ones were first diagnosed with dementia

## COMMUNITY SUPPORT

Dementia Helpline

**1,919**

Helpline calls were made

Eldersit Service

Cared for

**332**

persons with dementia and caregivers through personalised Eldersit Service

Caregiver Support Groups

Supported

**667**

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

Caregiver Support Network

**347**

caregivers nurtured their interests and hobbies through Caregiver Support & Network programme

Memories Café

**593**

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

# CARE SERVICES IN A NUTSHELL

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

## CENTRE-BASED CARE

### New Horizon Centre (NHC)

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

### Family of Wisdom (FOW)

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

## NUMBER OF CLIENTS AT NEW HORIZON CENTRE

# 302

Total number of clients  
at our four New Horizon  
Centres

## HOME-BASED CARE

### Home Support Team (HST)

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

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

### Post Diagnostic Support Community Outreach Team (CREST-PDS)

aims to proactively reach out and support newly diagnosed persons with dementia and their caregivers upon diagnosis.

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

COMMUNITY SUPPORT



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

**Eldersit Service**

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

**Caregiver Support & Network (CSN)**

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

CSN is part of the CREST-CG programme.

**Caregiver Support Groups**

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

**Memories Café**

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

Memories Café is supported by Keppel Corporation.

1



2



3



4



- 1 Participants at the Brain Longevity® Workshop engaged in breathing techniques, singing, caregiver sharing, and gentle yoga – all guided by a certified specialist sharing practical tips to boost cognitive function and improve memory
- 2 Caregivers from CSN Strum and Sing interest groups came together to delight the crowd with a heartfelt musical performance at the CSN year-end gathering

- 3 Caregivers had a time of respite during a rejuvenating basic Hatha Yoga session led by a fellow caregiver and certified Yoga instructor
- 4 With gratitude and mindfulness, caregivers created beautiful art during a Zentangle® session led by a fellow caregiver and Certified Zentangle® Teacher



- 5 Participants enjoyed an energising hour of rhythmic movement led by instructors from OneHeartBeat, followed by meaningful connections over a delicious lunch
- 6 Participants grooved to an hour of popular tunes, then shared lively conversations over a warm meal together

- 7 Participants took a nostalgic trip down memory lane with classic hits performed live, followed by a hearty meal shared with friends from Memories Café
- 9 Participants enjoyed an hour of music and movement, expressing their creative selves, followed by a warm lunch shared with new and familiar friends from Memories Café

**Winnie Neo (Caregiver)**

When my 85-year-old mother was diagnosed with dementia last year, I felt lost and unsure about how to take good care of her (and) to slow down the progression of the condition. Thankfully, I came to know about Dementia Singapore.

One of the best activities that I joined is Memories Café! We enjoy spending time with each other, such as taking the public transport to the different venues for each session. I'll always treasure the time we spend together.

We also enjoy the time spent singing songs and dancing with other participants. The staff at Dementia Singapore, including Sadana and Ely, have done a fantastic job organising these events. Their dedication is truly appreciated by everyone.

We look forward to every Memories Café session and hope to be able to join this wonderful activity every weekend.

**Serene Toh (Caregiver)**

I am grateful for Memories Café as it provides a safe space for everyone, including persons with dementia, to enjoy activities together. It is also a great place to make new friends and catch up with old ones. My loved one enjoys singing and talking with the other participants. For me, the sessions provide an opportunity for me to engage and support others who are on the same journey.

I can see very encouraging changes in my loved one, from a person with low self-esteem who often kept his thoughts to himself, to someone who has opened up and, at times, would even join the performing artistes on stage.

# A SNAPSHOT OF CENTRE ACTIVITIES

At our four New Horizon Centres (NHCs) spread across the island, clients engage in a range of cognitively stimulating activities that boast therapeutic benefits, supporting their efforts to live fulfilling lives despite dementia. Not only do these activities help slow down the progression of the condition, but they also instil a sense of purpose and encourage them to contribute in their own way.

Community integration remains vital to our goal to foster a sense of belonging and independence, while preserving our clients' dignity. In August and October 2024, volunteers from Kuok Group Singapore and clients from New Horizon Centres in Toa Payoh and Jurong Point had their first outdoor Nature & Sustainability tour at Gardens by the Bay. It was a sensory adventure as they explored a unique variety of flora, through sight, smell, and touch.

On 17 February 2025, our volunteers from Temasek brought our clients from New Horizon Centre (Bukit Batok) to the FairPrice at JEM for a grocery shopping spree, filling their baskets with food, snacks, and daily essentials. On another occasion (20 March 2025), six clients from our New Horizon Centre (Toa Payoh) also went supermarket shopping. Accompanied by our staff and regular volunteers, they relished being out and about, browsing the aisles and of course, the company of their friends.

There are always joyful occasions to look forward to, with our centres constantly buzzing with festive celebrations.

- 1 - 2** Kuok Group
- 4 - 6** Fairprice Outing
- 7 - 10** Clients engaging in activities during festive celebrations held at all four NHCs



# ENHANCING LIVES THROUGH PARTNERSHIPS

Volunteers play an integral role in our daily operations. They assist our centre facilitators in providing care and support to our clients and also help in our advocacy efforts by helping raise the awareness of dementia at events, and dismantling the stigma associated with the condition.

On 13 February 2025, clients from our New Horizon Centre (Jurong Point) went on a cycling adventure with volunteers from Cycling Without Age. Reminiscing their yesteryears while riding in trishaws, our clients mingled with the volunteers, fostering a sense of belonging and instilling a sense of accomplishment as they took turns to cycle around Jurong Point Shopping Centre.





## Edrington

For the very first time, clients and caregivers from all four New Horizon Centres – Bukit Batok, Jurong Point, Tampines, and Toa Payoh – gathered at Village Hotel Bugis to celebrate Mid-Autumn Festival.

Organised by Edrington volunteers, this is a significant milestone, marking the first time a corporate partner has engaged all four centres in a single event.

## Schwabe Pharma APAC

Schwabe Pharma APAC volunteers and our clients at New Horizon Centre (Bukit Batok) exercised their green fingers as they participate in an upcycling workshop led by Terra SG – planting plants in planters made from coconut husks.



## Moody's

A blast from the past! Our corporate volunteers from Moody's brought our New Horizon Centre (Jurong Point) clients on a memorable trip to the National Museum of Singapore, journeying through time at the Singapore History Gallery and exploring the island nation's fascinating transformation, from a humble fishing village to a bustling metropolis.





## Eisai

For 15 consecutive years, Eisai volunteers have been bringing fun and laughter to our New Horizon Centre (Toa Payoh) clients! This year, to celebrate Chinese New Year, they put together a mini lion puppet dance and led a spirited song performance, spreading smiles all around. They also led our clients in a creative arts and crafts session, creating intricate clay snake models and decorating vibrant snake art using crinkled paper.



## Victoria Junior College

From June to August 2024, volunteers from Victoria Junior College engaged our clients at New Horizon Centre (Tampines) with singing, dancing, and non-stop excitement, as the volunteers supported centre operations and engaged our clients in music and movement activities.

# FAMILY OF WISDOM (FOW)



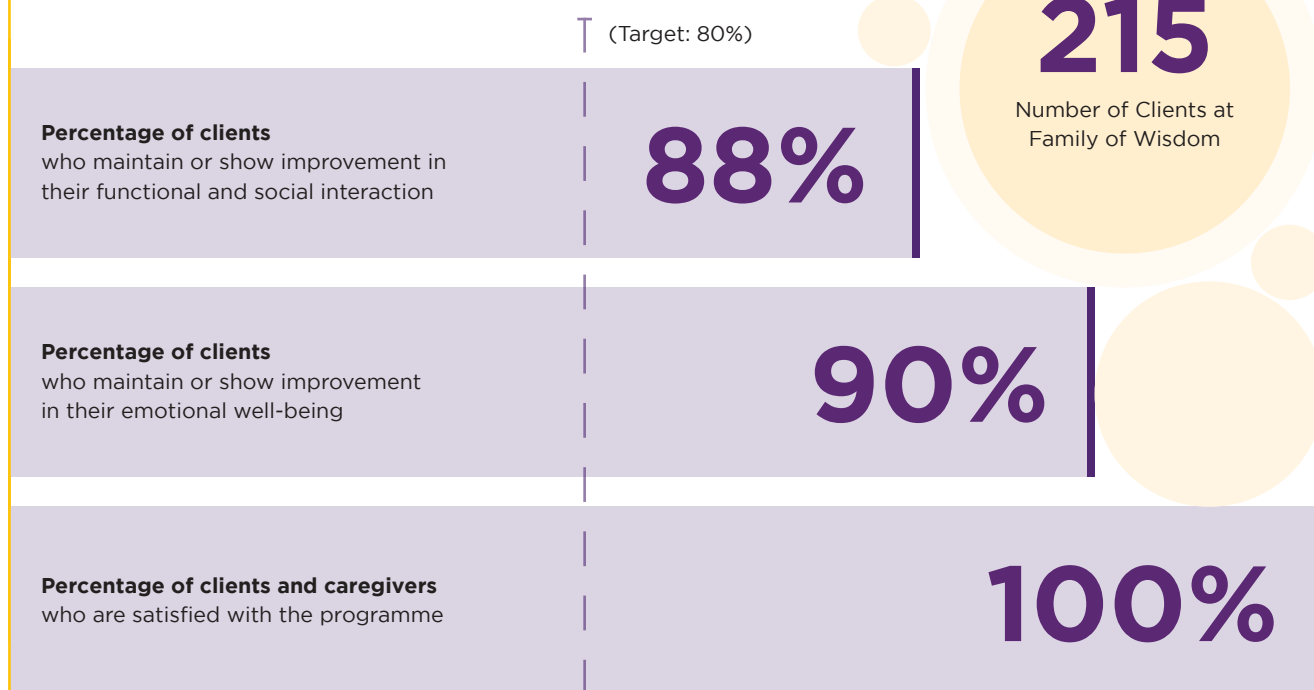
## Cognitive Intervention Programme (CIP) Pilot in Family of Wisdom

The Cognitive Intervention Programme (CIP) was trialled at our Family of Wisdom programme in September 2022, where eligible clients received subsidies for up to six months.

The two-year trial, which ended on 30 September 2024, saw 82 clients benefit from the subsidies, exceeding the target of 80 clients. Remaining deliverables that were also met are:

### Overview by Numbers

After attending at least 14 sessions over two months:





1

## Digitalising Processes

Working with our Information Technology department, we developed an in-house digital application to streamline our operational processes. Staff are able to perform administrative functions seamlessly, including recording clients' attendance and generating e-invoices for payment. Caregivers who use the app can stay informed about upcoming events and make payments directly through the platform.

## Chinese New Year Celebration

On 21 January 2025, close to 200 friends of Family of Wisdom, from its staff, and clients to volunteers, gathered at Bliss Garden Restaurant at Singapore Expo to celebrate Chinese New Year. In the true spirit of celebration, our clients, volunteers, and staff put together an elaborate Chinese fan dance performance and brought the house down with their well-executed moves. And what is Chinese New Year without the classic jingles? Before the lunch came to an end, the same group of performers took to the stage again and sang their hearts out to a medley of Chinese New Year songs.

## A Successful Fundraising Campaign

The Family of Wisdom programme has, in the last decade, grown into a well-loved care model. But the years of providing enriching activities and programmes to hundreds of clients had taken a toll on the facility. With the generous support from many of our benefactors and industry partners, we managed to raise an encouraging \$189,000 to cover the centre's renovation needs, which included expansion plans and key improvements to the current layout to accommodate the rising enrolment rate.

The renovation was completed at the beginning of December 2024.

1 An arts and crafts session during the Refresh and Reconnect research programme

2 Clients practising for the Chinese New Year performance

## Refreshed and Reconnected

Fourteen of our Mandarin-speaking clients and their caregivers participated in a six-week Refresh and Reconnect research programme organised by the National Museum of Singapore from 12 February to 19 March 2025.

During the six-week programme, participants enjoyed a comprehensive range of activities, such as a guided tour of the facility led by the museum's volunteers, as well as hands-on sessions involving craft-making, dance, and drama. The objective is to study how non-pharmaceutical museum-based programme can encourage memory recall, socialisation and new learning; and thus improve the well-being of older persons with cognitive impairment, including dementia.



2

# BETTER COMMUNITY PALLIATIVE CARE



Post Diagnostic Support Plus (PDS+) is a new palliative care project launched in September 2024. Funded by Lien Foundation, PDS+ adopts a multi-pronged approach to build the capabilities of healthcare professionals and strengthen community palliative care for persons with dementia and their caregivers.

PDS+ strives to empower persons with dementia with the knowledge to express their care preferences while they still have decision-making and communication abilities. To tackle the challenges of talking about death and dying, the PDS+ team is developing (Advance Care Planning) ACP materials and conversation guide tailored for persons with dementia.

To extend palliative care support downstream, PDS+ will enhance transitional care support for clients of our New Horizon Centres who are discharged from the centre to their homes, and support caregivers as they navigate care issues in advanced dementia. This includes facilitating

meaningful engagements and holding timely care planning discussions to prepare for the progression of dementia until the end-of-life.

A toolkit will be developed to equip healthcare professionals, persons with dementia, and caregivers with the necessary palliative care knowledge and skills needed for dementia care. Topics in the toolkit will include ACP, transitional care support, care in advanced dementia, meaningful engagement and behavioural management.

1 - 5 Caregivers connecting at the Peer Support Group sessions





6



7

## Palliative Care Kick-off Event 2024

On 6 September 2024, Dementia Singapore launched the PDS+ project at the Palliative Care Kick-off Event, which saw a turnout of over 70 participants, including representatives from Lien Foundation (LF) and the Singapore Hospice Council (SHC). During the launch event (which was funded by LF), our CEO, Mr Jason Foo, called for a collective effort to champion palliative care in the dementia sector, while our chairman, Dr Philip Yap, emphasised how person-centred care principles practised in Dementia Singapore can be applied to palliative care. We leveraged the opportunity to raise awareness about palliative care by inviting SHC to run the Palliative Care 101 course to educate Dementia Singapore staff on palliative care and end-of-life care.



8

## Palliative Care Community Signposts

In partnership with SHC, Dementia Singapore set up five Palliative Care Community Signposts in November 2024 to raise awareness and provide information about palliative care. Our clients, caregivers, and staff gained access to SHC's printed resources to understand palliative care, death and dying, and grief and bereavement.

The Palliative Care Community Signposts are located at Dementia Singapore's Headquarters at Bendemeer Centre and our four New Horizon Centres (Bukit Batok, Jurong Point, Tampines and Toa Payoh).

6

Dementia Singapore's Palliative Care Kick-off Event on 6 September 2024

7

Palliative Care Community Signpost at Dementia Singapore Headquarters

8

Palliative Care Community Signpost at New Horizon Centre (Toa Payoh)



# **DIGITALISATION**

Keeping Ahead in the Digital Age

# ADVANCING DIGITAL TRANSFORMATION

This financial year, we laid down a strong foundation for future growth in Dementia Singapore's digital transformation by developing a comprehensive Digitalisation Roadmap focusing on four key strategic areas:



## Consolidation

We initiated efforts to unify client data across the organisation, establishing a single, consolidated view to enhance decision-making, client engagement, and reporting accuracy.



## Workforce Enablement

To enable a culture of digital fluency, we rolled out a comprehensive Workforce Enablement programme. Delivered through a series of targeted IT workshops, this initiative provided practical training to enhance digital literacy across the organisation. This investment in upskilling ensures staff can leverage our new platforms effectively, fostering greater confidence and boosting operational productivity.



## Integration

The integration of core platforms, particularly Salesforce and Business Central, was prioritised to enable seamless data sharing and operational synergy across departments.

In strengthening our governance and risk management frameworks, Dementia Singapore obtained the Certified Data Protection Essentials certification from the Infocomm Media Development Authority. This certification affirms our commitment to data protection, providing a baseline standard to safeguard client information, build trust with stakeholders, and ensure rapid response in the event of data breaches.

To bolster our organisational resilience, Dementia Singapore also developed a comprehensive Business Continuity Plan (BCP) focused on cyber threats, including ransomware attacks. The BCP outlines clear protocols for response and recovery, ensuring operational continuity under adverse conditions.

A key component of our cybersecurity strategy was the Annual Cyber Wellness Programme, which was rolled out to all Dementia Singapore staff to promote cyber security

awareness and cultivate a culture of vigilance. Through a series of workshops, interactive modules, and regular communication, employees were equipped with the knowledge to identify, prevent, and respond to cyber threats. This programme is pivotal in empowering staff to become active participants in safeguarding Dementia Singapore's digital ecosystem.

In line with our commitment to innovation and user empowerment, we launched the Bao Bao AI Bot, an intelligent assistant designed to support daily IT service requests and incident ticket creation. Fully integrated into Microsoft Teams, Bao Bao responds to common IT queries autonomously, improving support turnaround times and user satisfaction.

Together, these initiatives represent a strategic leap forward in the company's digital journey, enhancing its agility, security, and readiness for the future.



## **EMPLOYEES AND VOLUNTEERS** Collaborating to Achieve a Shared Goal

# THE BUILDING BLOCKS OF THE ORGANISATION



## Staff Strength

Dementia Singapore staff strength was 184 as of 31 March 2025. In addition, a total of 38 part-time staff provided Eldersit Respite Care Services in the homes of persons with dementia and caregiver.

## HR CARE Framework

In 2024, we continued to enhance the CARE Framework@DSG, which stands for Career, Ace, Rejuvenate, and Engagement, aimed at providing staff a more holistic support system and guidance in their career growth.

## Career@DSG

We introduced the Employer of Choice strategy with a focus on employer branding, which was followed by a revamp of the career webpage on our corporate website.

## Ace@DSG

We introduced Skillssoft, an e-learning platform that gives our employees easy access to bite-sized videos on a wide range of topics – from core competencies and dementia care to digital skills and soft skills such as communication, negotiation, and presentation. This aims to provide a well-rounded learning experience for our employees, helping them stay relevant.

## Rejuvenate@DSG

We organised a Pilates workshop to boost our staff's well-being and to encourage them to live healthier lives.

## Engage@DSG

We enhanced our “Xperiential & Volunteer” initiative to include programmes outside Dementia Singapore, such as those by our social service counterparts.

They include a visit to the River Safari with seniors from the IDeAL@115 programme, and painting of wayfinding murals in Kebun Baru.

We also organised “Forum with CEO” sessions to encourage and gather feedback, and to promote cross department interaction. We continued the Department Team-Bonding initiative to foster closer bond between co-workers and hosted our Staff Appreciation Lunch & Long Service Award at Simply Retro @ CHIJMES, a refreshing departure from the typical formal dinner or lunch settings. These initiatives aim to enhance engagement opportunities and foster team-bonding among colleagues across departments.

## Revamped Career Webpage

We revamped the Career webpage on our corporate website to make it easier to explore current job opportunities and gain insights into our team, work culture, and values.



1 Revamped DSG Career Webpage

2 Staff Appreciation Lunch and Long Service Award Party on 12 October 2024



During our recent Employer of Choice staff survey

**76%**

indicated that Dementia Singapore is an employer of choice

**74%**

would recommend their family and friends to join the organisation

Statistics as of 31 March 2025

## Long Service Award Recipients 2024



### 5 YEARS OF SERVICE



CARE SERVICES - CAREGIVER SUPPORT SERVICES  
**JOYCE TEOH**

CARE SERVICES - FAMILY OF WISDOM BENDEMEER  
**CECILIA LIM**

CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK  
**THAKAR PURVA NILANG**

COMMUNITY ENABLEMENT  
**SUMINI BTE SONGAB**

COMMUNITY ENABLEMENT  
**IVY HO**



### 10 YEARS OF SERVICE



COMMUNITY ENABLEMENT  
**WONG SZE CHI**



### 15 YEARS OF SERVICE



CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK  
**NIANG KHAN HAU**

CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK  
**KIE LEE KHENG**



### 30 YEARS OF SERVICE

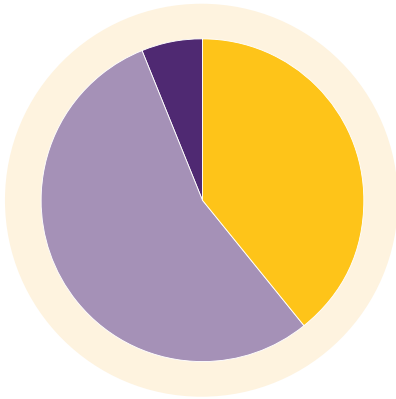


CARE SERVICES - NEW HORIZON CENTRE BUKIT BATOK  
**TAN SIEW CHING**

# VOLUNTEERS: A PILLAR OF OUR COMMUNITY IMPACT

Total Volunteer:

**1,262**



Youth Volunteers

**496**

Corporate Volunteers

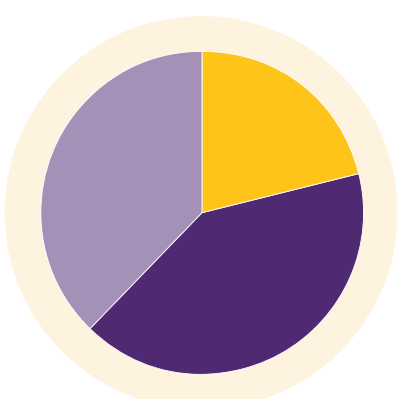
**689**

Individual Volunteers

**77**

Volunteer Hours:

**5,491**



Youth Volunteers

**1,172**

Corporate Volunteers

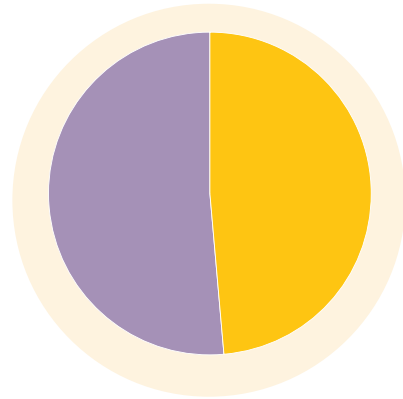
**2,256**

Individual Volunteers

**2,063**

No of Institution/Organisation

**39**



Youth Volunteers

**19**

Corporate Volunteers

**20**

## 5,491 Hours of Compassion and Commitment

At Dementia Singapore, volunteers are more than helping hands - they are companions, collaborators and community builders. Whether they are engaging persons living with dementia through centre-based activities, offering companionship in home settings, raising awareness through outreach, or contributing to dementia training sessions, their support strengthens our programmes and deepens our connection with the community.

Over the past year, we engaged over 1200 volunteers from different walks of life. Of these, 39% were youth volunteers, 6% were individual volunteers, and 55% were corporate volunteers. Together, they contributed 5,491 hours of their time to support our programmes and deepen our reach in the community.





We believe in ensuring that volunteers are not only contributing but also learning and connecting meaningfully through their involvement. This is reflected in our average volunteer satisfaction score of 8.9 out of 10, indicating that volunteers feel valued, engaged, and connected in their roles.

Volunteers making a difference at Dementia Singapore, contributing across various roles—from centre-based care and outreach to training support.

**Volunteering with Dementia Singapore is a meaningful journey of learning and collaboration. As a volunteer, I was encouraged to contribute beyond mere participation and to give my perspectives on how to improve the programme. This inclusive approach allowed both staff and volunteers to grow together, making the experience not just about giving back but also about (self-development) and finding purpose in our shared efforts**

**- TERRENCE DING**  
Youth Community Leader

**I enjoyed my time at Dementia Singapore having discovered my passion for working with seniors. I feel that Dementia Singapore is a good platform for students to experience volunteering with seniors and to make the seniors there happy!**

**- Isabel Choy**  
Youth Volunteer

**Dementia Singapore is a wholesome environment where every staff or volunteer puts in their heart and soul into taking care of and giving joy to every senior, and I enjoyed my time at Dementia Singapore**

**- KAYLEY SOH**  
Youth Volunteer

## Empowered to Engage and Lead

To strengthen community support and deepen their understanding of dementia, the Volunteer Management team conducted

6

training workshops

empowering over

100

community volunteers

The workshops focused on two key areas: Basic Dementia Awareness and Step Into the Shoes of a Person Living with Dementia – a virtual reality simulation offering a first-person perspective on how everyday environments can affect someone living with dementia.

More than just a means to build knowledge, these sessions equipped volunteers with empathy, insight, and practical skills to better support persons impacted by dementia.

As part of our continued investment in volunteer development, we also nurtured leaders among our volunteer bases. A total of 32 individual and youth volunteers were elevated to Volunteer Leaders, taking on expanded roles such as programme co-facilitation, mentoring new volunteers, and advocacy to help drive our mission forward.



1



2

**Volunteering with Dementia Singapore for the past three years has helped me grow and develop. Through training and shadowing opportunities, I've gained valuable skills and a deeper understanding of the challenges faced by persons living with dementia and their caregivers**

**- MANA BORWORNPADUNGKITTI**  
Community Leader



3

- 1 An interactive dementia awareness workshop for Gardens by the Bay Inclusive Tour Leaders
- 2 Mana, one of our dedicated Community Leaders, who stepped up to co-facilitate a programme.
- 3 From the perspective of a person living with dementia – an immersive virtual reality workshop for youth volunteers from different institutions.

## Volunteer Vibes: Connecting, Celebrating, and Appreciating

This year, we made intentional efforts to keep our volunteer community engaged and connected. Through the launch of our Volunteer Connection newsletter, we kept volunteers updated on key developments and initiatives. At our Open House in the newly refurbished office, volunteers had the chance to connect with one another and explore our refreshed space. Corporate volunteers were presented with personalised letters of appreciation for their ongoing support. To close the year, we hosted a Volunteer Appreciation Mixer, where we celebrated the meaningful contributions of our volunteers in a relaxed and enjoyable setting.



1 - 2 Connecting with and recognising our volunteers through newsletters and appreciation letters.

3 A morning of celebration and nostalgia at our Vintage Vibes-themed Volunteer Appreciation Mixer.

## Nurturing Youth Advocates for Dementia Inclusion

The Youth Advocate Programme marks a pivotal step in our ongoing commitment to nurturing the next generation of dementia advocates. Launched in March 2025, this pilot batch brings together 26 youths between 14 and 22 from across various educational institutions.

This year-long programme offers a structured journey to deepen understanding of dementia and equip participants with the skills to advocate for dementia awareness and inclusion:

- **Learn**  
Gain in-depth knowledge of dementia through workshops and educational sessions.
- **Experience**  
Build empathy and understanding through hands-on volunteering engaging persons impacted by dementia.
- **Facilitate**  
Develop the skills to design and lead intergenerational activities that foster community connections.
- **Lead**  
Cultivate leadership capabilities through practical experience and reflection.

A key highlight of the programme is the Project Showcase, where the youth advocates will present their creative dementia advocacy projects, inspiring their peers and sparking important conversations across their communities.



4 - 5 Kicking off our Youth Advocate programme with an exciting day of hands-on learning and discovery.



# **FINANCIAL STABILITY**

Achieving Our Financial Milestones



The team continues to transcend the norms of fundraising, inspired by the opportunity to build lasting relationships with donors. From organising mega concerts in the heartlands to partnering with multinational companies to raise funds for the dementia cause, we are further encouraged by the strong support from a growing diversity of corporations and individuals.

Funds raised support Dementia Singapore’s continued provision and improvement of various programmes, services and operations that enable communities impacted

by dementia to continually engage in positive interactions and live life to the fullest. We are deeply grateful to all our donors and supporters for their unwavering belief in our mission to build a truly dementia-inclusive society.



Dementia Singapore held an appreciation Chinese New Year lohei lunch for our donors, supporters and partners on 11 February 2025 at Pan Pacific Singapore – our new hospitality partner

Refer to page 19 for more information.

## Richard Marx Live in the Heartland

The event helped raise a staggering  
**\$654,489**  
 for Dementia Singapore



Following last year’s inaugural advocacy and fundraising concert, Dementia Singapore’s biggest and boldest fundraising and advocacy effort of 2024 saw us host award winning American singer-songwriter Richard Marx who thrilled the 5000-strong audience at Our Tampines Hub with his classic hits, and helped raise awareness and funds for the dementia cause.

It was an unforgettable night that brought community partners, donors and supporters of the dementia community together.

Richard Marx hit all the highs and serenaded the crowd with ballads such as Right Here Waiting, Endless Summer Nights, and Now and Forever.

Dementia Singapore’s CEO Jason Foo said: “We are honoured to have Richard Marx connect with and advocate for Singapore’s rapidly growing dementia community. And we hope that this will continue to break down the stigma surrounding the condition.”



Refer to page 16 for more information.

## The Ireland Funds Singapore 'Autumn Splendour' Emerald Ball



Paul Heng, one of our board members, received a cheque donation of

**\$40,000**

on behalf of Dementia Singapore

On 26 October 2024, The Ireland Funds Singapore, a global philanthropic network, held its flagship Emerald Ball gala fundraiser at the St Regis to raise funds for their partner organisations, including Dementia Singapore.

## The Red Beret Golf Charity Event

Successfully raised an impressive

**\$17,046**



On 15 November 2024, ex-commandos from the Singapore Armed Forces Commando formation gathered at Orchid Country Club to raise funds for Dementia Singapore at their 55th Anniversary Red Beret Golf event.

Exclusive Luminox commando watches and locally made art pieces were just some of the many items auctioned off.

## Gems From The Heart



Successfully raised

**\$319,225**

for Dementia Singapore

Esther Ho, founder of MUS Zenith Affair (MUS.za), has been generously raising funds for Dementia Singapore over the past five years through live auctions of their finest jewellery and outright donations.

successfully raised \$319,225 for Dementia Singapore. Our heartfelt thanks to Ms Ho for her unwavering support over the years. Her dedication to the dementia cause fuels our efforts to build a dementia-inclusive society.

Into its fifth edition, the Gems from the Heart fundraising initiative that culminated in a dinner event on 9 November 2024 at the prestigious Raffles Hotel,

## Shell Charity Car Wash

The total amount raised was  
**\$42,139**



Shell and Dementia Singapore partnered for the first time to amplify dementia awareness among the public and rally support for the country’s growing community of persons living with dementia, their families, and caregivers. Through this partnership, both organisations seek to make a meaningful impact on Singapore’s approach to better dementia care, united in the belief that there is a urgent need to support the increasing number of individuals affected by this condition.

from Dementia Singapore’s latest advocacy campaign, which sheds light on the unique challenges faced by individuals affected by dementia, with a focus on young-onset dementia.

More than 40 selected Shell service stations across Singapore displayed video snippets and digital posters

As part of this partnership, 10 selected Shell service stations hosted our inaugural Charity Car Wash – Wash it Bright, Shine a Light event, held over the weekend of 23 and 24 November.

Refer to page 19 for more information.

## The Endowus Giving Machine



Dementia Singapore received  
**\$9,200**  
 in donations

For the fourth year running, Endowus continues to make a difference through their Giving Machines, providing Singaporeans with an avenue to give back during the festive season from 1 December 2024 to 31 January 2025.

innovative, curated, and accessible. These are the same core aspects of Endowus’ value proposition as a business.”

Samuel Rhee, co-founder and chairman of Endowus said: “The Endowus Giving Machine initiative was created to improve the giving experience by making it more

This initiative by Endowus gave everyone a convenient platform to support causes that resonated deeply with them. As one of the 20 beneficiaries of the initiative, Dementia Singapore received \$9,200 in donations.

In line with safeguarding against money-laundering risks, Dementia Singapore continues to strengthen its policy on due diligence checks on its donations as well as conduct regular reviews of its internal controls, policies and procedures, and key partnerships to protect the organisation from actual or alleged abuse of fraud and money-laundering.

# FINANCIAL REPORT IN REVIEW



Total Income  
**\$20,520,286**

**59%**  
 Government Grants

**20%**  
 Donations and Fundraising

**17%**  
 Programme Fees

**4%**  
 Other Income

Total Expenses  
**\$18,169,255**



**87%**  
 Programmes and Services

**11%**  
 Donations and Fundraising

**2%**  
 Other Costs



- The year-on-year surplus declined by \$0.7 million, from \$3 million in FY23/24 to \$2.3 million in FY24/25. This reduction was primarily due to lower donations and ticket sales as well as higher expenses from our Richard Marx Charity Concert in FY24/25, compared to our FY23/24 Michael Learns To Rock Charity Concert. The Charity Concert is currently the major financial transaction for Dementia Singapore.

# CORPORATE GOVERNANCE AND INFORMATION

## Corporate Information

### Registered Name

Dementia Singapore Ltd.

### UEN

202111519K

### Date Established

1 April 2021

### Charity Setup

Company Limited by Guarantee

### Governing Instrument

Constitution

### Registered Address

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

### Registered Name

Dementia Singapore Ltd.

### Charity Registration Date

11 August 2021

### IPC Status

1 January 2025 to 31 December 2027

### Auditor

Baker Tilly TFW LLP

### Name of DSG's Bankers

United Overseas Bank  
Standard Chartered Bank  
BNP Paribas

## Corporate Governance

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

As per DSG's policy for maintaining reserves, the funds are used for:

- The setting up of new programmes and services for persons with dementia;
- Funding the operations of DSG, including the existing day care centres; and
- Funding new projects undertaken by DSG for the benefit of persons with dementia and caregivers.

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

For the year ended 31 March 2025, the three highest-paid executives with annual remuneration exceeding \$100,000 each (which include salaries, bonus and employer's Central Provident Fund contributions) were:

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

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

## Conflict Of Interest

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

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

## Environmental, Social, and Governance (ESG)

Dementia Singapore remains steadfast in fulfilling its Environmental, Social, and Governance (ESG) responsibilities as part of its commitment to ethical and sustainable operations. On the environmental front, the charity has made significant strides in reducing its carbon footprint through digitisation efforts, including minimising paper usage by promoting digital subscriptions to our e-newsletter "With You In Mind" and limiting physical printouts in daily operations, marketing collateral, and various reports, including Annual Reports. The adoption of hybrid work arrangements has further contributed to reduced commuting emissions, while energy efficiency is promoted through the use of energy-saving appliances in the office and visible reminders encouraging staff to conserve water and electricity.

Socially, the organisation prioritises the well-being of its stakeholders through regular engagement and appreciation of volunteers and donors, as well as regular communication across multiple platforms. Internally, Dementia Singapore fosters a supportive workplace culture with flexible work arrangements, enhanced leave schemes, counselling services, and wellness initiatives to support greater work-life harmony.

From a governance perspective, the charity upholds high standards of integrity and accountability by adhering strictly to all applicable laws, regulations, and the Code of Governance for charities and Institutions of Public Character (IPC).

## Good Governance

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

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

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

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

# 2025 GOVERNANCE EVALUATION CHECKLIST

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

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
9.	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
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: <ul style="list-style-type: none"> <li>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. <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> </li> </ul>	2.6	Yes		2
11.	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. <ul style="list-style-type: none"> <li>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</li> </ul>	2.7	Yes		2
12.	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. <ul style="list-style-type: none"> <li>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</li> </ul>	2.8	Yes		2
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: <ul style="list-style-type: none"> <li>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.</li> <li>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).</li> </ul>	2.9a 2.9b 2.9c	Yes		2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain.	Score
14.	For Treasurer (or equivalent position) only:	2.9d	<b>Yes</b>		<b>2</b>
	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>				

**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	<b>Yes</b>		<b>2</b>
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.	3.2	<b>Yes</b>		<b>2</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>				
17.	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	<b>Yes</b>		<b>2</b>
18.	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	<b>Yes</b>		<b>2</b>
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	<b>Yes</b>		<b>2</b>
20.	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	<b>Yes</b>		<b>2</b>

**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.	4.1a	<b>Yes</b>		<b>2</b>
	<ul style="list-style-type: none"> <li>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).</li> </ul>				

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
22.	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.	4.1b	Yes		2
	<ul style="list-style-type: none"> <li>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: <ul style="list-style-type: none"> <li>i. Revenue and receipting policies and procedures;</li> <li>ii. Procurement and payment policies and procedures; and</li> <li>iii. System for the delegation of authority and limits of approval.</li> </ul> </li> </ul>				
23.	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/ subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24.	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25.	Set internal policies for the charity on the following areas and regularly review them:	4.4	Yes		2
	<ul style="list-style-type: none"> <li>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</li> <li>b. Board strategies, functions, and responsibilities;</li> <li>c. Employment practices;</li> <li>d. Volunteer Management*;</li> <li>e. Finances;</li> <li>f. Information Technology (IT) including data privacy management and cyber-security;</li> <li>g. Information Technology (IT) including data privacy management and cyber-security;</li> <li>h. Service or quality standards; and</li> <li>i. Other key areas such as fund-raising and data protection.</li> </ul>				
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	Partial Compliance	Some of the company's policies and procedures will still need to be tightened further.	1
27.	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2

SN Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain.	Score
<b>Principle 5: The charity is accountable and transparent.</b>				
28. Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29. Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30. The charity should disclose the following in its annual report a. Number of Board meetings in the year; and b. Each Board member’s attendance	5.3	Yes		2
31. The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity’s subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32. The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33. 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). 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		2
34. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity’s governing instrument.	5.6b	Yes		2
35. Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
<b>Principle 6 The charity communicates actively to instil public confidence.</b>					
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	<b>Yes</b>		<b>2</b>
37.	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	<b>Partial Compliance</b>	<b>We will continue to strengthen the process of handling stakeholders and public survey results and feedback.</b>	<b>1</b>
38.	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	<b>Yes</b>		<b>2</b>

#### Reserves Policy

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

The Management team monitors the level of reserves on a regular basis and reports to the Finance Committee and the Board at least annually. Any utilisation of reserves under unforeseen circumstances requires prior approval from both the Finance Committee and the Board. As of 31 March 2025, the organisation's reserve ratio stands at 9.1 months.



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