



Leukemia & **Lymphoma**
Foundation



**ANNUAL
REPORT**

2024

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INTRODUCTION

Leukemia and Lymphoma Foundation (LLF) was set up on 13 September 2002 as a society (Charity Registration Number: 01699). It was registered as a charity under the Charities Act on 12 June 2003 and is a full member of National Council of Social Services (NCSS).

LLF has attained the status of an Institution of Public Character IPC since 2003.

The current IPC status is valid from 26 June 2023 to 25 June 2026.

Unique Entity Number (UEN) : T02SS0150A
Registration as a Society : 13 Sep 2002
MOH Health Endowment Fund : HEF0083/G
Registered Address : 10 Sinaran Drive #10-20
Novena Medical Center, Singapore 307506
Banker : DBS Bank



GOVERNING COMMITTEE

Governing Committee 2024	
Name	Designation
A/Prof Ren Ee Chee	President
Mr Tan Hee Teck	Vice President (Fundraising & Events)
Ms Annabel Kang	Vice President (Services & Projects)
Dr Benjamin Mow Ming Fook	Honorary Secretary
Mr Eugene Ang	Honorary Treasurer
Dr Charles Chuah	Ordinary Member
Ms Carol Fong	Ordinary Member

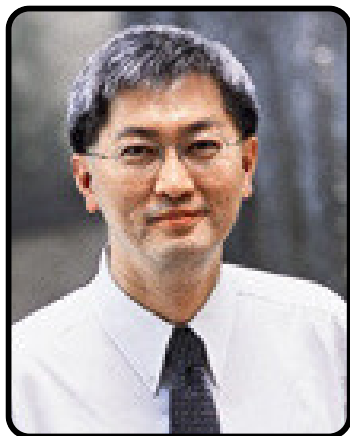
In accordance with the 'Board Policy Manual', the Governing Committee (GC) composition is regularly reviewed. In addition, all GC members are required to submit for re-nomination and re-appointment in accordance to the Constitution. There is no automatic renewal of tenure for all GC members. In accordance to the constitution, there is a maximum term limit of three consecutive years for the position of Honorary Treasurer.

THANK YOU FOR YOUR
PRO BONO SERVICE





MEET THE BOARD 2024



Dr Ren Ee Chee
President

A/Prof Ren Ee Chee

is the Principal Investigator in the Singapore Immunology Network SigN and concurrently Associate Professor at the Department of Microbiology, Yong Loo Lin School of Medicine, NUS. He serves as a Board member in local and overseas organisations including Nanyang Polytechnic, Member of Pharmacogenetics Panel of Health Sciences Authority and Member of the FTF Foundation of Bankinter, Spain. Prof Ren was elected LLF President for FY2022 to FY2024.

Mr Tan Hee Teck

is the President & Chief Operating Officer of Genting Singapore PLC ("GENS"). GENS is listed on the Main Board of the Singapore Exchange Securities Trading Limited ("SGX") with a market capitalization of over S\$20 billion. Concurrently, he is also the Chief Executive Officer of Resorts World at Sentosa Pte Ltd. He is the corporate officer responsible for the management of the GENS Group's businesses and concurrently oversees the development, operations and business of Singapore's Integrated Resort at Sentosa. Mr Tan was LLF Vice President (Fund-raising & Events) from 2014 to 2017 and FY2022 to FY2024.



Mr Tan Hee Teck
VP, Fundraising & Events



Ms Annabel Kang
VP, Services & Projects

Ms Annabel Kang

is a Partner in the Corporate Real Estate Practice of WongPartnership LLP. Her main areas of practice include property-related work including sales and purchases, development work, mortgages, mortgagees' sales and tenancy matters. Annabel graduated from the University of Nottingham with a Bachelor of Laws (LLB) Honours and is admitted to the Singapore Bar. Apart from a law degree, she also holds a Bachelor of Arts degree with a Diploma in Education from the Nanyang Technological University of Singapore. Ms Annabel was the Honorary Secretary in FY2015 and an Ordinary member from FY2016 – FY2019. Ms Kang had served as LLF Vice President in 2020-2021 and was re-elected as LLF Vice President (Services & Projects) for FY2022 to FY2024.



Dr Benjamin Mow

is a distinguished haematologist with many years of experience in clinical care. He had been supporting LLF as a volunteer speaker for LLF's educational talks and was officially appointed ordinary Board member from 1 Jan 2021. Dr Mow was elected LLF Honorary Secretary in FY2022 to FY2024.



Dr Benjamin Mow
Honorary Secretary



Mr Eugene Ang
Honorary Treasurer

Mr Eugene Ang

joined LLF as an Ordinary Member effective from 3 Jan 2023. He is a Chartered Financial Analyst (CFA Institute) since 2001, Chartered Accountant (Institute of Chartered Accountants in England and Wales) since 1997. Mr Ang has more than 30 years of business experience, and has held various roles in his professional career, family office professional for a prominent family in the global resource-based manufacturing business, CFO of a HK listed company, investment banker advising clients on sale and acquisitions of businesses, primary and secondary capital raisings, tax advisor for international oil and gas businesses and external auditor. Mr Eugene is elected LLF Treasurer in FY2024.



Dr Charles Chuah

joined LLF as an Ordinary Member in FY2022. He is an experienced haem-oncologist and had been the invited specialist speaker on blood cancers for many of LLF's patient education talks. Dr Chuah serves LLF as an Ordinary Member in the Governing Committee in FY2023 to FY2024.



Dr Charles Chuah
Ordinary Member



Ms Carol Fong
Ordinary Member

Ms Carol Fong

was invited to join LLF as an Ordinary Member in 11 Feb 2019. Ms Fong is the Group Executive Director of CGS-CIMB Securities. She is responsible for the overall management and financial performance of the entire Groups equities business, a regional franchise covering Asia Pacific (ex-Japan) as well as offices in London and New York. Ms Fong's vast experience in financial markets over 35 years brings a highly valued perspective to the management of LLF. Ms Fong had been elected as LLF's Honorary Treasurer in FY2020, FY2021 and FY2022. Ms Fong continues to serve LLF as an Ordinary Member in the Governing Committee in FY2023 to FY2024.

LLF KEY MANAGEMENT

Dr Seong Peck Suet, Lydia

is a registered Public Health Specialist doctor. She had worked in the Ministry of Health (MOH) for more than 10 years and was involved in policy and planning in MOH HQ. Lydia had also been involved in the licensing and accreditation of all health care facilities in Singapore that included setting the standards of care for special health services. She has extensive experience in aged care and has worked in several SSAs that focus on care for the elderly. Dr Seong is the salaried staff CEO of LLF with effect from 1 Oct 2014. She was part of the founding pioneers of LLF. As part of renewal and Board succession plans, Lydia offered her resignation from LLF Board from 21 Sep 2020. She remains as on LLF Senior Management as CEO to ensure continuity of LLF's operations.



Dr Lydia Seong
Chief Executive Officer

Details of the profile of all Board members and key Management are also available at LLF website at **www.llf.org.sg**

As part of good governance, LLF Board has been actively implementing Board renewal and succession planning over the past few years to be aligned with existing COC Guidelines.

Members are cognizant that the work of LLF and blood cancers are unique and pose niche areas of service needs. All members had been instrumental to guide LLF with their unique expertise, deep knowledge and commitment.

Prof Ren is one of the founding Board members of LLF who initiated the set up of the Foundation to provide financial assistance and care to patients and families affected by blood cancers. He is a research scientist with A*Star and has vast and deep knowledge of immunology, haem-oncology and is deeply engaged in the cutting-edge research in blood cancers. His visionary foresight and understanding of the latest international research and cure are instrumental in guiding LLF steer our growth and service.

Mr Tan Hee Teck, with his wide industry networks coupled with his astute financial experience ensures robust governance foundation in LLF. Mr Tan has been instrumental in guiding LLF to deepen our governance standard, fund-raising and psychosocial support to patients and families beyond financial assistance.

Ms Annabel Kang brings to the LLF team her legal expertise and plays a critical role to review LLF's Constitution and legal requirements as a charity. Her dedication to serve patients through the Foundation continues to be an encouragement to Management.

LLF Board selection and recruitment

With reference to the Board Appointment Guide for Charities, LLF Board adopts the diversity matrix for identifying potential Board members. The Foundation has established SOPs for identifying and recruiting new members to serve on LLF Governing Committee and Subcommittees.

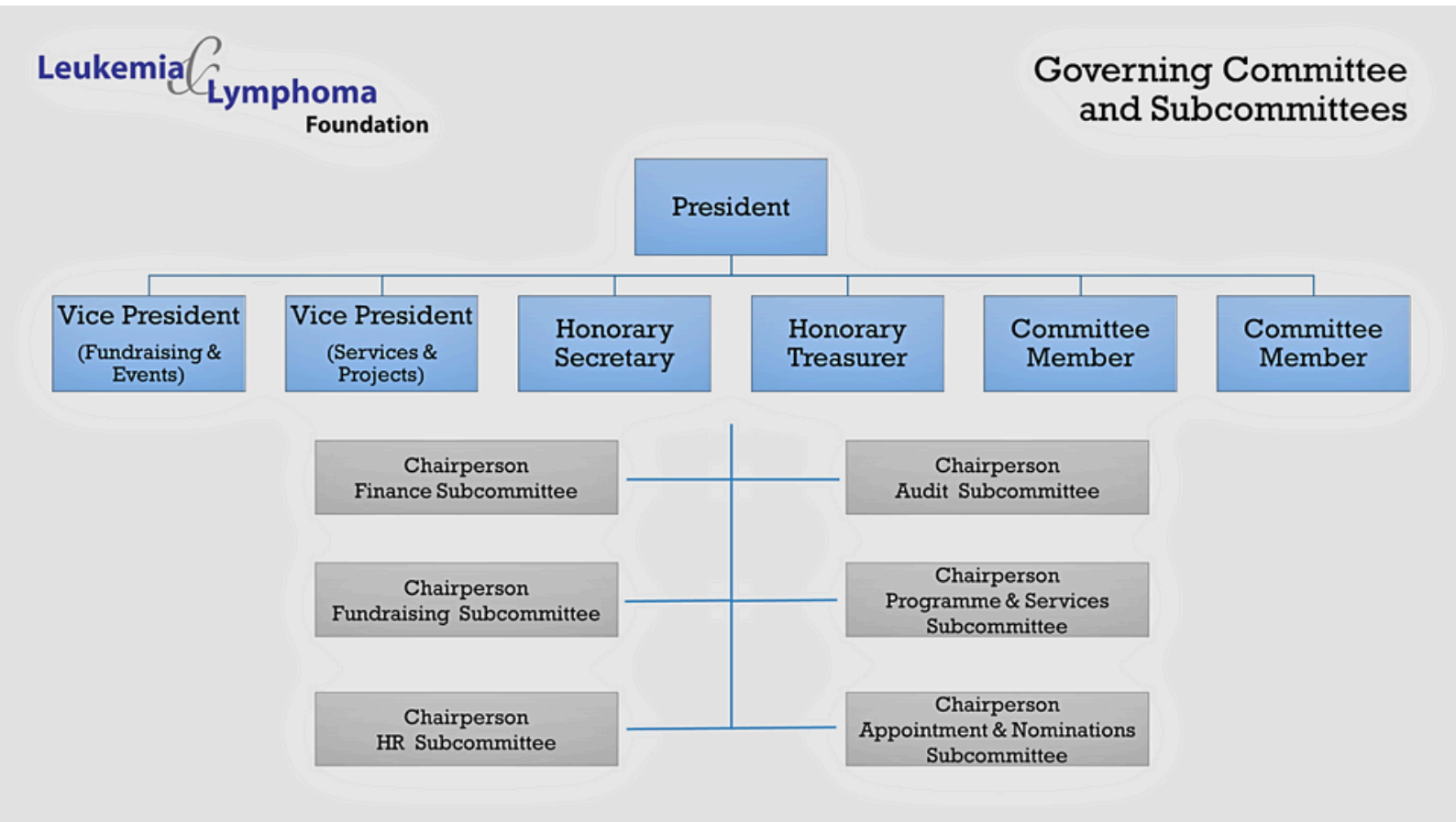
ORIENTATION, INDUCTION AND TRAINING PROGRAMME

All new Board members and staff undergo a structured orientation and induction programme to familiarise them with the Singapore healthcare system, local charity landscape, blood cancers and relevant legislative and governance compliance matters.

LLF BOARD AND SUBCOMMITTEES

The terms of reference of LLF Board and Governing Committee, and the duties of office bearers are set out in LLF Constitution.

LLF Board and Governing Committee is supported by six subcommittees that work in close collaboration with Senior Management to ensure continuity in our service to the community. Each subcommittee is led by a Chairperson whose Terms of Reference are clearly stated.



The TOR of the six subcommittees are listed below:

(a) Finance Subcommittee



- i. To review budgets initially prepared by LLF staff, to help develop appropriate procedures for budget preparations, and on a consistency between the budget and the organisation's plans;
- ii. To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns;
- iii. To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount);
- iv. To work with staff to design financial reports and ensure that reports are accurate and timely;
- v. To oversee short and long-term investments,
- vi. To advise the CEO and other appropriate staff on financial priorities and information systems

(b) Audit Subcommittee



- i. To oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles.
- ii. To review the audit plans and reports of the external auditors and internal auditors, and considers the effectiveness of the actions taken by management on the auditors' recommendations.
- iii. To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
- iv. To analyse and address the risks that are associated with the key processes.
- v. To oversee regulatory compliance and whistleblower guidelines (where applicable)
- vi. To report to the Board of any financial irregularities, concerns and opportunities.
- vii. To liaise with auditors on any significant matters arising.

(c) Fundraising Subcommittee



- i. To work with staff to establish a fund-raising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc;
- ii. To work with fund-raising staff in their efforts to raise money;
- iii. To identify and solicit funds from external sources of support;
- iv. To take the lead in certain types of outreach efforts, such as chairing a dinner/dance committee or hosting fund-raising parties, etc;
- v. To be responsible for involvement of all Board members in fund-raising, such as having Board members themselves make some monetary contributions, and
- vi. To monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

(d) Programmes & Services Subcommittee



- i. To oversee new programme development, and to monitor and assess outcomes of existing programmes are in line with the vision, mission and objectives of LLF;
- ii. To guide development of service delivery mechanisms;
- iii. To initiate and guide programme evaluations

(e) HR Subcommittee



- i. Draft and/or revise personnel policies for Board approval,
- ii. Review job descriptions,
- iii. Establish a salary structure, and
- iv. Review staff salaries annually, and
- v. Review the staff benefits package.
- vi. Guide development, review and authorisation of HR policies and procedures
- vii. Acts as a grievance Board for employee complaints. Since difficulties can arise if many less serious complaints are brought directly to the Board rather than to the staff's direct supervisor, it is preferable for the HR Sub-committee to act only on formal written grievances against the CEO or when an employee formally appeals a decision by the CEO to the Board.

(f) Appointment and Nominations Subcommittee



- i. Reviews the composition of the Board annually to ensure that the Board has an appropriate balance of independent Board members and to ensure an appropriate balance of expertise, skills, attributes and ability among the Board members.
- ii. Identifies potential board member candidates and explores their interest and availability for board service;
- iii. Nominates individual to be elected as members of the board;
- iv. Takes the lead in succession planning
- v. Nominates board members for election as board officers;
- vi. Designs and oversees a process of board orientation.

LLF ORGANISATION STRUCTURE

MANAGEMENT ORGANISATION CHART REPORTING TO GOVERNING COMMITTEE

2024



DR LYDIA SEONG
Chief Executive Officer



Admin Support



**Finance &
IT Support**



**Fundraising
Donor Management**



Human Resource



Governance



Patient Support

The Management of LLF, led by CEO reports to the Governing Committee and is responsible for the day-to-day operations of LLF.

LLF BOARD EVALUATION

LLF Board members regularly conduct Board self- evaluation on the effectiveness of LLF in serving our patients and in achieving LLF mission.

MOH approved External Auditor : Ms Foong Chooi Chin (Susan)
Auditor : Baker Tilly TFW LLP
600 North Bridge Road #05-01 Parkview Square
Singapore 188778

MEET THE TEAM 2024



Ms Wendy Lim
Chief Operating Officer

Wendy Lim is an accomplished administrator with diverse experience spanning healthcare, community care, and the social service sector. With a strong background in daily operations, special projects, and strategic initiatives, Wendy has played a pivotal role in spearheading new setups and managing a broad spectrum of responsibilities with an entrepreneurial spirit and a commitment to continuous learning. Beyond her professional expertise, Wendy holds a background in counseling and is deeply passionate about holistic well-being. She is dedicated to serving the community, making a lasting impact through strategic planning, careful execution, fostering sustainable solutions that improve lives and strengthen communities. Wendy is with LLF since 2019.

Candice Chiew is a dedicated social worker with a passion for supporting individuals and families facing the challenges of blood cancer. With a background in social work and counselling, Candice has a deep understanding of the emotional and practical needs of cancer patients. Candice provides compassionate care, guidance and resources to help navigate the complexities of diagnosis, treatment, and survivorship.

She is committed to fostering a supportive and empowering environment for her clients, ensuring they receive holistic care that addresses their emotional, social, and practical concerns throughout their cancer journey. Candice is with LLF since 2022.



Ms Candice Chiew
Senior Social Worker

OBJECTIVES

Leukemia and Lymphoma Foundation was registered as a charity under the Charities Act in 2003. Its governing document is its Constitution. Its objects are:

- To advance the scientific and clinical knowledge of leukemia, lymphoma and its related fields
- To support and improve the quality of life of patients and their families
- To promote co-operation with like-minded organisations including sponsoring conferences for the exchange of ideas and information
- To support resource centres for promoting public awareness

CODE OF CONDUCT AND ETHICS

The Board has approved documented code of conduct and ethics for all Board members, staff and volunteers.

GOVERNANCE POLICY

The Board and the management of LLF are committed to high standards of corporate governance and compliance with the Code of Governance for Charities and IPCs (April 2023) - Tier 2 (for all IPCs) and Checklist for Institutions of a Public Character. The full checklist and the Constitution of LLF are available at the Charity Portal at www.charities.gov.sg. LLF also strives to transparency standards as set out in MCCY's Charity Transparency Framework. Since 2024, LLF has attained the Charity Transparency Dedication Award.

FUNDING SOURCES

LLF operations is solely funded by the generous donations from the general public, both individuals and corporate organisations. Donations from individuals, supporters and well-wishers form the bulk of the funds needed to support all our needy patients who undergo expensive curative treatment for blood cancers in the Singapore government restructured hospitals.

The Foundation does not receive any subsidies from government for her core programmes. To ensure sustainability of her programmes, LLF taps on available grants from CCT Community Capability Trust and TBCHF Tote Board Community Healthcare Fund for relevant programmes and services to ensure good functioning of our Foundation and to serve the needs of our beneficiaries.

RESERVES POLICY AND INVESTMENT

The surplus budget of the Foundation is placed in risk-free Fixed Deposits with local Banks of good credit rating and MAS Treasury Bills. Existing policy provides for the Foundation to retain her reserves up to a maximum limit of five times her annual total operating expenditure. This is to ensure our sustainable ability to serve patients that are afflicted by blood cancers that often require very expensive curative treatment in our public hospitals and for which the cost is beyond the patients' financial means, even after government subsidies and mandatory health insurance coverage.

FUNDRAISING ACTIVITIES

During the year FY2024, LLF had not conducted any fund-raising activities. Income for LLF programmes are derived mainly from individual donations, grants and returns on investment via MAS Treasury Bills. Hence the 'fundraising cost' attributable are derived from the transaction cost for the use of donation platforms and administrative charges.

LLF has a Fundraising Strategy adopted and approved by the Governing Committee. Our fundraising efficiency ratio is **1.43**.

LOANS

LLF policy stipulates that it does not make any loans to any employees, management, Board members, any related parties or third party.

SPONSORSHIP TO OTHER CHARITIES

LLF does not provide any sponsorship to any charities or activities.

DECLARATION OF CONFLICT OF INTEREST

LLF Policy states that "The Foundation shall not enter into any contracts for supplies, sponsorship or other contracts where any of the Board members, staff or volunteers have any direct or indirect pecuniary interest."

All employees, key executives and Board members are required to provide disclosure of their interests in all other organisations in which they are directors or have control or have a substantial shareholding or monetary interest to the Board when they are newly employed or appointed or whenever there are updates. LLF staff are not involved in setting their own remuneration.

In addition, all staff and GC members are required to declare on an annual basis that he/she does not have any personal or private business or associates that might be in a conflict to their functions or employment with LLF.

All Board members and members of the Governing Committee have declared that they do not have any personal or vested financial interest in all the business transactions or contracts that LLF may enter into or have entered into during the year 2024. During the course of the year, any Board members and employed staff who might have personal/vested financial interest in any business transactions or contracts related to LLF would be required to make a declaration and to abstain from the procurement and decision processes. In FY2024, all have declared NIL conflicts of interest.

There is no known family relationship of the executive staff with any of the board members. There is also no known conflict of interest arisen during the year.

WHISTLE BLOWING POLICY

LLF has set in place a whistle blowing policy approved by the Board and reviewed regularly. During the financial year, there have been no reports received pertaining to whistle blowing.

LLF PDPA

LLF has a PDPA Policy and prescribed Operating Procedures to ensure compliance with PDPA and safe protection of personal data of its clients, donors, staff and volunteers. Continual education and checks are in place to ensure that staff remain vigilant especially because of heightened cybersecurity risks. LLF aims to achieve standards comparable to DPTM Data Protection Trust Mark.

During the review year, there had been no known data breaches in the Foundation.

Data Protection

LLF staff regularly undergo annual refresher training on PDPA matters and that include an assessment component that all staff must pass. Staff are also regularly reminded of new and emerging modes of cyber threats.

REMUNERATION OF BOARD MEMBERS

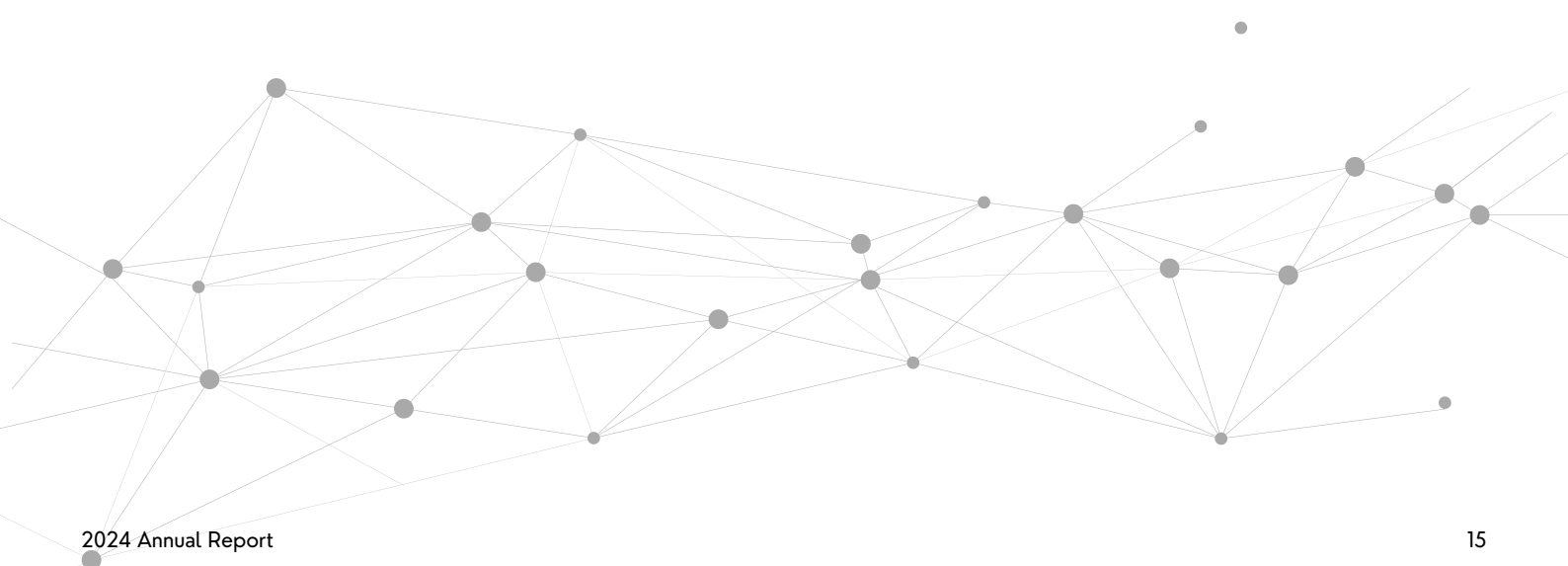
The services of all Board members do not attract remuneration and all services rendered by Board Members are conducted voluntarily and in the spirit of pro-bono service. No remuneration has been paid to any trustees or members of the Governing Committee since the inception of LLF.

RELATED ENTITIES

Dr Lydia Seong had been employed as CEO, and is a full-time employed staff with effect from 1 Oct 2014. She receives remuneration in relation to her employment as CEO. Dr Lydia had been one of the founding members of LLF in 2002, but she has relinquished her Board appointments as ordinary member since 2020.

ATTENDANCE AT GOVERNING COMMITTEE MEETINGS FY2024

Dates	Ren Ee Chee	Tan Hee Teck	Annabel Kang	Carol Fong	Ben Mow	Charles Chuah	Eugene Ang
24May2024 (AGM)	✓	✓	✓	✓	✓	-	✓
11 Sep 2024	✓	✓	✓	✓	✓	✓	✓
19 Dec 2024	✓	-	✓	-	-	✓	✓



STAFFING

As at 31 December 2024, there were two full-time, two part-time administrative staff and one part-time social worker employed by the Foundation. To enable the full operational functions of the Foundation, LLF outsourced its payroll and financial accounting services to ABLE SEAS Limited, to provide bookkeeping and accounting services, and payroll services. LLF believes in close collaboration with key stakeholders, volunteers, community partners to achieve her functions of supporting patients and their families.

Since 2022, LLF's social worker is engaged on contract basis, under LLF Support (a pilot project co-funded by TBCHF Tote Board Community Health Fund) to develop a new community-based psychosocial programme for patients and their families affected by leukemia, lymphoma, myeloma and myeloproliferative neoplasms. In August 2024, we have engaged a social work assistant for this programme, co-funded by TBCHF Tote Board Community Health Fund.

EXECUTIVE OFFICE

Dr Seong Peck Suet, Lydia is the Chief Executive Officer re-employed as a flexi- time staff since 1 July 2023.

PATIENT FINANCIAL ASSISTANCE

The Foundation had been working closely with medical social workers of all the government Restructured Hospitals to identify and provide financial assistance to needy patients who undergo expensive curative treatment for blood cancers.

During the year **2024**, LLF had approved applications for financial assistance from government restructured hospitals. With much advanced and complex treatment plan, the financial subsidies amount to **more than S\$578k** for **12** cases and were referred mainly by Singapore General Hospital (SGH) and National University Hospital (NUH).

Since **2003**, a total of **830** cases had been approved for financial assistance that amounted to more than **S\$18.6** million.

LLF also continues to work closely with the hospital teams (doctors, nurses and medical social workers) to continually support patients and their families in their treatment journey and beyond.



LLF SUPPORT (NEW PILOT PROJECT)

Our Foundation was successfully awarded co-funding grant from TBCHF to pilot a new programme named LLF Support. This is a 36-month pilot project (1July 2023 to 30June 2026) supported by TBCHF for the approved grant of \$258,592.

LLF Support is a community-based psychosocial support programme that aims to provide emotional and psychosocial support to patients, caregivers and families affected by blood cancers. This pilot programme will be targeted at

- (i) Patients undergoing stem cell transplants
- (ii) Lymphoma patients, which form the majority of blood cancers
- (iii) Chronic myeloid leukemia patients, who now survive well since the advent of TKIs (treatment drug)
- (iv) Young seniors, who are newly diagnosed with blood cancer

This programme will be delivered through

- (a) Education and awareness
- (b) Psychosocial and counselling support
- (c) Peer support
- (d) Referral to other services by establishing workflows with restructured public institutions and other SSAs.

**In 2024, we have attended to 77 unique cases
and serving them over 346 sessions**



PUBLIC EVENTS AND ACTIVITIES (2024)

1) Multiple Myeloma Patient Support Group (20 Jan 2024)

LLF supported MM patient support group members to have a gathering in LLF Office



2) Coffee and Chat (22 Feb 2024) Online

LLF hosted an online session with patient, Mr L sharing his story and journey.



3) 14th Multiple Myeloma Patient Forum (30 Mar 2024)

Invited by TTSH Department of Hematology, LLF supported by having an outreach booth, as well as enabled an MM patient, Ms H to share her story in person.

4) Wall Hanging Craft event (24 April 2024) In-person

LLF invited a caregiver who lost her spouse due to leukemia, to conduct a wall hanging craft workshop with other patients/caregivers



5) Coffee and Chat (16 May 2024) Online

LLF hosted an online session with patient, Mr C sharing his story and journey.

6) MM Walk and Cycle (18 May 2024) In-person

MM Patient support group organised a walk and cycle event, LLF supported with goodie bags and lunch bento-box.

7) MM Caregiver support (20 July 2024) Online

LLF facilitated a zoom session with 4 caregivers to share with other caregivers their experience.

8) MM Patient Support Group (17 Aug 2024) In-person

LLF hosted MM patients and caregivers for a gather in LLF office.

9) Singapore Lymphoma Scientific Symposium (24 Aug 2024) In-person

LLF collaborated with SGH in the Singapore Lymphoma Scientific Symposium where LLF's social worker gave a talk on '**Riding the Cancer Emotional Rollercoaster**', to patients and families.



10) Singapore Health Patient Advocate Connection (14 Sep 2024) In-person

LLF set up a booth for outreach and awareness.

11) SGH World Lymphoma Awareness Day (21 Sep 2024) In-person

LLF set up a booth to outreach and inform patients that there is available support from LLF.



12) Blood Cancer Support Groups (10 Oct, 24 Oct, 7 Nov, 21 Nov, 19 Dec 2024)

LLF Support is running on-going support group session for blood cancer patients and families. A total of 5 sessions were held in 2024



13) Match For Life event (9 Nov 2024) In-person

LLF supported BMDP's Match-for-Life event by setting up a booth for outreach and awareness.

LLF engaged patient-turned-volunteers to help out at the event.

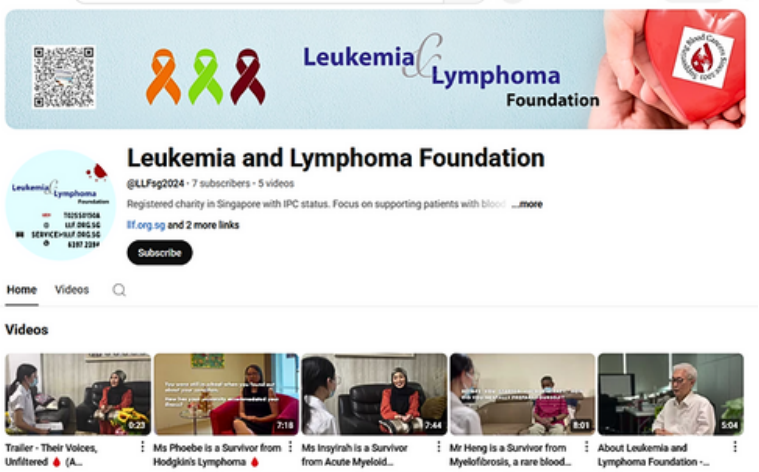
14) Thanksgiving event (27 Dec 2024) In-person

LLF organised and hosted a thanksgiving event, attended by 27 people. Patients and families got a chance to meet fellow patients and spent some time thinking back about their year as well as express their hopes for the coming year.



15) Video Production by RI Students

LLF supported a group of RI students in interviewing 3 patients for production of 3 ten-minute videos. Videos are available for viewing on LLF YouTube channel.



16) Patient Counselling and Support (On-going)

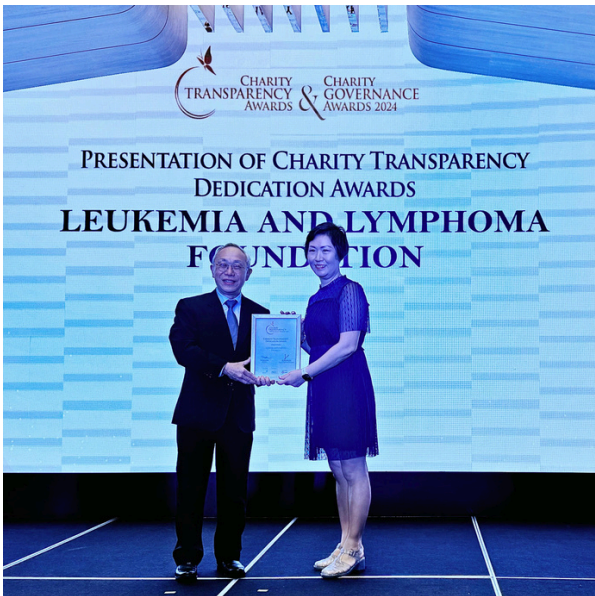
LLF continues to provide emotional and information support for patients and caregivers, to enable them to process their thoughts and feelings of their challenges and worries.

Total unique cases attended: 77 | Total number of sessions held: 346

CTA 2024 - CHARITY TRANSPARENCY DEDICATION AWARD



LLF is very honoured to receive this award from the Charity Council and MCCY, that recognizes our commitment to good governance and transparency in all our works, as a tribute to the trust and continuous support from all our stakeholders, including donors, partners, supporters, volunteers and beneficiaries. We will continue to strive for best practices and good stewardship in serving this blood cancer community, and be the strong champion for greater awareness to support this good cause.





DONOR AND VOLUNTEER MANAGEMENT SYSTEM (NEW PROJECT)

LLF partnered with NCSS TechNGo project to update our donation and volunteer management system in the next three years. CCT approved project cost is \$152,843.50.

With the support of NCSS Community Capability Trust (CCT) Tech-and-Go Grant, we have partnered with Capelle Consulting to map out our digital needs. After the requisite tender and selection process, BizCube Solutions Pte Ltd has been appointed to develop our customised IT system to digitalise our donation and volunteer management processes. This digitalisation will be developed in stages and aims to complete by 2025.

In Nov 2024, the DMS system has been opened to the public to enable online giving directly to our charity. Our donation page has been refreshed to include the above new platform as well: <https://www.llf.org.sg/how-to-help/donations>

STUDENT VOLUNTEERS

During the year, we have one team from Citi-YMCA YFC helped fund-raised for LLF. Post pandemic, the students had utilised innovative and creative ways to conduct their activities and fundraising campaigns, such as online quiz and workshop, making handicrafts and encouraging messages for our beneficiaries.

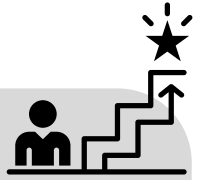
We have also engaged a group of students from Raffles Institution. They have created a series of videos featuring our patients' stories and interviewed our President to introduce the good work and impact of LLF. The team has also made handy crafts and supported our year-end event with performances and logistics.

LLF continues to support the volunteering programme to provide our student leaders opportunities to support SSAs to do good together.

VOLUNTEERS AND FUNDRAISERS

During the year, we have several volunteers'-initiated campaigns to fundraise for us. Some of them were survivors or caregivers of blood cancers and to pay-it-forward, they had raise awareness and fund-raised more than \$10,000 for our beneficiaries. We are very encouraged and deeply grateful for their resilience and kind support.

FUTURE PLANS AND COMMITMENTS



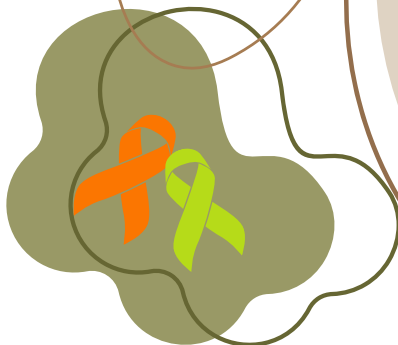
The Foundation is committed to continually support patients and their loved ones in their battle against leukemia, lymphoma, myeloma, myelodysplastic neoplasms and related blood cancers. LLF seeks to work collaboratively with all healthcare professionals and like-minded organisations to achieve her objectives. We will empower patients through education and knowledge so as to help them make informed decisions.

LLF will continue to raise awareness of blood cancers through talks and activities. We will continue to work with our energetic and passionate volunteers, both individuals and group to foster greater collaboration, raise awareness of blood cancers and to fundraise for LLF. We will also improve our website for better navigation and service support.

LLF has piloted and implemented our community psychosocial support programme for patients, caregivers and their families as we recognise this to be a need that it is not adequately addressed. We are encouraged to receive TBCHF grant for this pilot project and will continue to work tirelessly with key partners and stakeholders to bring this piece of work to fruition. We are partnering with key stakeholders to make this service more easily accessible to those in need.

LLF is committed to our ongoing effort for Board renewal and succession. We continue to strive to achieve operational standards comparable to Charity Governance Award, Charity Transparency Award, and Data Protection Trustmark DPTM.

**WITH A
GRATEFUL
HEART**



*We appreciate all our donors,
volunteers and supporters
for enabling us in this mission!*

*Looking forward to more years
of partnership with you
to connect & impact lives!*

GOVERNANCE EVALUATION CHECKLIST (GEC)

TIER 2

Principle 2:

The charity has an effective Board and Management

CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

5. The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct

2.1

☒ Yes
☐ No
☐ Partial Compliance

6. The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.

2.2

☒ Yes
☐ No
☐ Partial Compliance

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:

2.3

☐ Yes
☐ No
☒ Partial Compliance

- a. Audit
- b. Finance

* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.

8. Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.

2.4

☒ Yes
☐ No
☐ Partial Compliance

9. Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.

2.5

☒ Yes
☐ No
☐ Partial Compliance

Principle 1:

The charity serves its mission and achieves its objectives.

CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

1. Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.

1.1

☒ Yes
☐ No
☐ Partial Compliance

2. Develop and implement strategic plans to achieve the stated charitable purposes.

1.2

☐ Yes
☐ No
☒ Partial Compliance

3. Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.

1.3

☐ Yes
☐ No
☒ Partial Compliance

4. Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.

1.4

☐ Yes
☐ No
☒ Partial Compliance

*Capacity refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
13. The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members	2.9a	<input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Partial Compliance	
	2.9b		
	2.9c		
14. For Treasurer (or equivalent position) only:	2.9d	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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:	2.6	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
11. Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.	2.7	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
12. Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.	2.8	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

Principle 4:

The charity is well-managed and plans for the future.

CALL FOR ACTION

CODE
ID

Did the
charity put
this principle
into action?

If you have
indicated "No"
or "Partial
Compliance",
please explain.

<p>21. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>22. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>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).</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>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.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	

Principle 3:

The charity acts responsibly, fairly and with integrity.

CALL FOR ACTION

CODE
ID

Did the
charity put
this principle
into action?

If you have
indicated "No"
or "Partial
Compliance",
please explain.

<p>15. Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>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.</p> <p>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.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>17. Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>18. Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>19. Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	
<p>20. Take into consideration the ESG factors when conducting the charity's activities.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance</p>	

Principle 5:

The charity is accountable and transparent.

CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

28. Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).

5.1

☒ Yes
☐ No
☐ Partial Compliance

29. Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.

5.2

☒ Yes
☐ No
☐ Partial Compliance

30. The charity should disclose the following in its annual report

5.3

☒ Yes
☐ No
☐ Partial Compliance

- Number of Board meetings in the year, and
- Each Board member's attendance.

31. The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.

5.4

☒ Yes
☐ No
☐ Partial Compliance

CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

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

4.4

☒ Yes
☐ No
☐ Partial Compliance

- Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);
- Board strategies, functions, and responsibilities;
- Employment practices;
- Volunteer management;
- Finances;
- Information Technology (IT) including data privacy management and cyber-security;
- Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);
- Service or quality standards; and
- Other key areas such as fund-raising and data protection.

26. The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.

4.5

☐ Yes
☒ No
☐ Partial Compliance

27. The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.

4.6

☐ Yes
☐ No
☒ Partial Compliance

GOVERNANCE EVALUATION CHECKLIST (GEC)

Principle 6

The charity communicates actively to instil public confidence.

CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

36. Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).

6.1

☐ Yes
☒ No
☐ Partial Compliance

37. Listen to the views of the charity's stakeholders and the public and respond constructively.

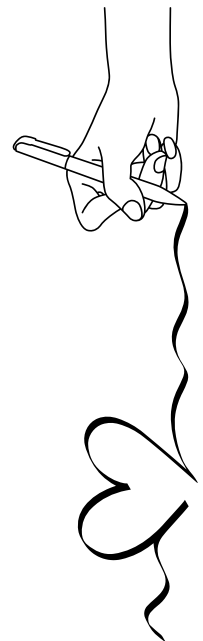
6.2

☒ Yes
☐ No
☐ Partial Compliance

38. Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.

6.3

☐ Yes
☒ No
☐ Partial Compliance



CALL FOR ACTION

CODE ID

Did the charity put this principle into action?

If you have indicated "No" or "Partial Compliance", please explain.

32. The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.

5.5

☒ Yes
☐ No
☐ Partial Compliance

33. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.

5.6a

☒ Yes
☐ No
☐ Partial Compliance

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.

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.

5.6b

☒ Yes
☐ No
☐ Partial Compliance

b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.

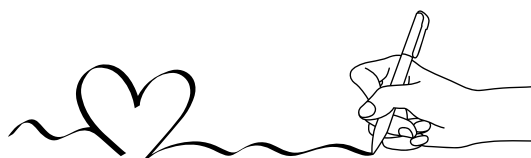
35. Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.

5.7

☒ Yes
☐ No
☐ Partial Compliance


Glossary

ACE	Agency for Care Effectiveness
AIC	Agency for Integrated Care
CCF	Charity Capability Fund
CCT	Community Capability Trust
CML	Chronic Myeloid Leukemia
COC	Commissioner of Charities
COG	Code of Governance
DVMS	Donor & Volunteer Management System
FER	Fundraising Efficiency Ratio
GEC	Governance Evaluation Checklist
HEF	Health Endowment Fund
IPC	Institution of Public Character
LLF	Leukemia and Lymphoma Foundation
LLF Support	LLF Support (Community Psychosocial Support)
MCCY	Ministry of Culture, Community and Youth
MHA	Ministry of Home Affairs
MOH	Ministry of Health
MPN	Myeloproliferative Neoplasms
MSF	Ministry of Social and Family Services
NCCS	National Cancer Centre Singapore
NCIS	National Cancer Institute Singapore
NCSS	National Council of Social Services
NUH	National University Hospital
NVPC	National Volunteer and Philanthropy Centre
ROS	Registry of Societies
SDBCC	Singhealth Duke-NUS Blood Cancer Centre
SGH	Singapore General Hospital
SPAN	Singhealth Patient Advocacy Network
SSAs	Social Service Agencies
TBCHF	ToteBoard Community Health Fund
TKIs	Tyrosine Kinase Inhibitors
TOR	Terms of Reference
YFC	Youth for Cause (under Citi-YMCA)



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