

2025 ANNUAL REPORT

 **Hope
Made Real**

Your support helped bring
healing, service and hope to
lives behind every story.



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About Leukemia and Lymphoma Foundation

The Leukemia and Lymphoma Foundation (LLF) was established in 2002 to support individuals and families affected by blood cancers in Singapore.

Blood cancers, including leukaemia, lymphoma, myeloma and myeloproliferative neoplasms, comprise more than 100 distinct conditions. Many involve prolonged treatment and recovery, during which patients and caregivers may face emotional strain, financial pressures and significant disruptions to work and daily life.

LLF works with healthcare institutions, community partners, support groups and interest parties to support patients and caregivers through this journey. This includes providing financial assistance during treatment, counselling support, and opportunities for connection, education and shared experiences.

Our Vision To be a leading healthcare organisation committed to finding cures and saving the lives of people affected by blood cancers and related disorders.

Our Mission

To support and improve the quality of life of patients and their families.

To promote cooperation with like-minded organisations, including the sponsorship of conferences for the exchange of ideas and information.

To support resource centres that promote public awareness.

To advance scientific and clinical knowledge in leukemia, lymphoma, and related fields.

Our Core Values

Excellence

We strive for the highest standards and commit to a culture of continuous learning.

Integrity

We do what is right and never take unfair advantage.

Accountability

We take ownership of our work and actions.

Collaboration

We believe that by working together, we can achieve more and do better.

Respect

We value the contributions and interests of others and treat everyone with dignity.

From The President and Chief Executive Officer

Dear Friends,

Blood cancer places a heavy and often prolonged burden not only on patients, but also on their families and caregivers. Beyond the demands of treatment, many must cope with emotional strain, uncertainty and significant disruptions to daily life. For some patients, the course of treatment may also bring added financial pressures, particularly where support is needed for specific medical procedures. These challenges highlight the importance of timely, holistic and compassionate support for patients, families and caregivers affected by blood cancer.

At the Leukemia and Lymphoma Foundation, we remain committed to serving individuals affected by all types of blood cancers in Singapore. We recognise that the needs of patients and families extend beyond medical treatment alone. Over the past year, LLF has strengthened its psychosocial services and support group initiatives, reflecting our conviction that care must address not only physical well-being, but also emotional resilience, practical needs and the reassurance of community. We believe these areas of support must continue to evolve, so that patients, families and caregivers are met with understanding, dignity and hope at every stage of their journey.

“As we look ahead, we remain resolute in our mission to strengthen care, deepen support and bring hope to all those affected by blood cancers in Singapore.”

— *A/Prof Ren Ee Chee*

The year also marked an important leadership transition for LLF. We record our sincere appreciation to former Chief Executive Officer, Dr Lydia Seong and Governing Committee Member, Ms Carol Fong for their dedicated service and valuable contributions to LLF. Through their leadership, commitment and care for the blood cancer community, they have helped to build a strong foundation upon which the organisation will continue to grow and serve.

As an Institution of a Public Character, LLF remains steadfast in its commitment to responsible stewardship, strong governance, transparency and prudent financial management. These principles are essential to ensuring that the resources entrusted to us are used with care and purpose in support of those who need them most.

We are deeply grateful to our volunteers for their dedication, to our healthcare and community partners for their collaboration, and to our donors for their generosity and trust. Their support makes it possible for LLF to continue walking alongside blood cancer patients, their families and caregivers.

A/Prof Ren Ee Chee
President

Sharona Chang
Chief Executive Officer

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Key Figures At a Glance 2025



Since 2003,

843 patients

with blood-related cancers
have received financial aid
from LLF totalling

\$19.4 million



\$771,171.89

Committed to support

patients

with treatment-related
financial needs



126

Patients and caregivers
supported through counselling



380

Counselling sessions
conducted

22

Blood Cancer Support
Group sessions held

Our Work in 2025

In 2025, the Leukemia and Lymphoma Foundation supported individuals and families affected by blood cancers in Singapore through programmes addressing both practical and emotional needs.

LLF's work focuses on providing support for treatment-related financial needs, delivering psychosocial support for patients and caregivers, and creating opportunities for connection through peer support, education and community engagement.

These efforts ensure that individuals affected by blood cancer have access to timely support, reliable information and a community that understands their journey.



Programmes and Services

Financial Support for Treatment

For some individuals affected by blood cancers, the demands of treatment can place additional financial strain on patients and their families. Time away from work, frequent medical appointments and the practical costs associated with ongoing care may create financial pressures during an already challenging period.

LLF provides financial aid to patients to support treatment-related costs. Applications are assessed in collaboration with medical social workers at public hospitals to ensure that support reaches individuals and families with the greatest need.

This support helps ease financial pressures during treatment, allowing patients and their families to focus on care and recovery.

LLF is grateful to its donors and partners whose generosity makes this support possible.



Easing the Financial Burden of Treatment



Mdm Rohaini (left) with LLF Social Worker, Candice (right)

“ I don’t know where I would be right now without this support. **I am very grateful for the help I received.** ”

— Mdm Rohaini

For several years, Mdm Rohaini Binte Ismail has been living with Multiple Myeloma, undergoing demanding treatment while coping with the physical, emotional and financial strain that comes with it. As her condition progressed, the cost of care became increasingly difficult to manage, adding further stress to an already heavy burden.

During this challenging period, LLF became an important source of support in Mdm Rohaini’s life.

When the financial demands of treatment became harder to cope with, Mdm Rohaini turned to LLF for financial assistance. This timely support helped ease her immediate burden and relieved some of the financial pressure she was facing, allowing her to focus more fully on her treatment and recovery.

Beyond financial assistance, LLF also supported Mdm Rohaini through emotional care and personalised counselling support. During difficult phases of treatment, having a trusted space to express her concerns helped her feel supported and less alone.

A particularly meaningful part of this journey was the support of LLF social worker, Candice, who provided regular check-ins, encouragement and care tailored to Mdm Rohaini’s needs.

Today, as she continues treatment, Mdm Rohaini moves forward with greater confidence and support. Her story shows how financial assistance, together with compassionate care, can ease the burden of treatment and help patients focus on healing.

Programmes and Services

Psychosocial Support and Peer Community

Beyond the physical demands of treatment, patients and caregivers affected by blood cancers often face significant emotional and psychological strain. Uncertainty, prolonged treatment and balancing care with work and family can take a heavy toll.

With the support from the Tote Board Community Health Fund (TBCHF) grant, LLF launches psychosocial care by providing **one-on-one counselling**, offering a safe space to share concerns and process emotions.

LLF also facilitates regular **Blood Cancer Support Group sessions**, bringing together individuals with shared experiences. These sessions create a supportive community where participants exchange practical advice, draw strength and feel less alone.

Counselling and peer support ensure patients and caregivers are supported emotionally at every stage of treatment.

Since the launch of the psychosocial care, LLF has supported 163 patients and caregivers, delivering 934 counselling sessions and peer support engagements.



Supporting Patients through Recovery



“ I am very grateful for the support I received. It helped me **regain confidence and move forward with my life.** ”

— Samuel

Samuel was diagnosed with acute lymphoblastic leukaemia (ALL) at a point in his life when he was building his career and looking ahead to the future. Following treatment, he faced the challenge of regaining the confidence and stamina needed to return to work.

During this period, LLF’s counselling programme became an important source of support.

Through counselling, Samuel found a safe space to process his fears and uncertainties as he adjusted to life after treatment. The sessions helped him rebuild his confidence, manage the emotional impact of his experience and take steady steps towards re-entering the workforce.

The impact of this support was significant. With renewed confidence and a clearer sense of readiness, Samuel was able to return to work and is now a Senior Human Resources Executive. His journey reflects how timely emotional support can play a critical role in helping patients regain independence and move forward after treatment.

Today, Samuel continues to rebuild his life beyond cancer. His story highlights how the right support at the right time can empower patients to regain confidence, return to work and take meaningful steps forward.



Supporting Caregivers through Emotional Challenges

When Mdm Huang's husband was diagnosed with cancer, her life changed overnight. As his primary caregiver, she took on the responsibility of caring for him while trying to stay strong for her family. Behind that strength, however, she was carrying deep fear, worry and emotional exhaustion.

During this difficult time, LLF's counselling programme became a vital source of support.

“ I am very grateful for the support I received. It **helped me stay strong** for my husband and gave my family strength during a very difficult time. ”

— *Mdm Huang*

Through counselling, Mdm Huang found a safe space to share her struggles, process her emotions and receive the support she needed to keep going. The sessions helped her cope with the stress and anxiety of caregiving, while giving her renewed strength to continue supporting her husband.

The impact of this support extended beyond Mdm Huang herself. By helping her remain emotionally strong, LLF also brought greater stability, reassurance and hope to her family during one of the most difficult periods of their lives. When caregivers are supported, families are better able to cope together.

Today, Mdm Huang continues to care for her husband as they adjust to life after treatment. Her story is a reminder of how timely counselling can strengthen caregivers and, in turn, uplift the families who depend on them.



Supporting Patients through Peer Connection



The LLF Support Groups are an important part of our holistic care approach, bringing together patients, caregivers and survivors to connect and share experiences. Beyond financial assistance, we recognise the emotional and social challenges that come with serious illness and this initiative helps foster connection and mutual understanding.

Regular sessions facilitated by professionals and volunteers encourage open sharing, the exchange of coping strategies and peer encouragement. The programme also includes talks on mental well-being, nutrition and treatment management, alongside mindfulness and wellness activities.

Patients have shared positive feedback, noting increased confidence and meaningful relationships. LLF remains committed to strengthening this initiative and expanding its reach.

Activities

LLF organises education and community initiatives to support patients and caregivers beyond clinical care. This included community outings, wellness sessions and the annual Thanksgiving event, creating opportunities to connect and share experiences.

These initiatives help patients and caregivers stay connected, reinforcing a sense of belonging beyond treatment. They also equip them with the knowledge and confidence to make informed decisions about their care.

LLF works closely with healthcare partners and like-minded organisations to extend its reach, contributing to educational platforms where patients and caregivers access insights and engage with healthcare professionals. LLF also supports national awareness efforts to raise awareness of blood cancers.

LLF engages student volunteers and community groups in outreach, awareness and event support, providing meaningful opportunities to contribute. Volunteer-led fundraising efforts, including those by patients and caregivers, reflect a strong spirit of giving back.



Support and Connection



Patient Support Groups

LLF runs regular patient and caregiver support groups, providing a safe and supportive space for individuals to share experiences, learn from one another and build a sense of community. In FY2025, LLF conducted 22 such sessions.



Gardens by the Bay Outing

15 January 2025 | Gardens by the Bay

LLF organised an outing that enabled patients and caregivers to spend time together in a relaxed setting, with heartfelt thanks to Gardens by the Bay for their sponsorship of tickets.



Together We Walk

22 May 2025 | Singapore Botanic Gardens

LLF organised a community walk that fostered connection and share experiences among patients and caregivers.



National Day Concert

3 August 2025 | Gardens by the Bay

LLF organised group outing that brought patients and caregivers together for a shared community celebration.



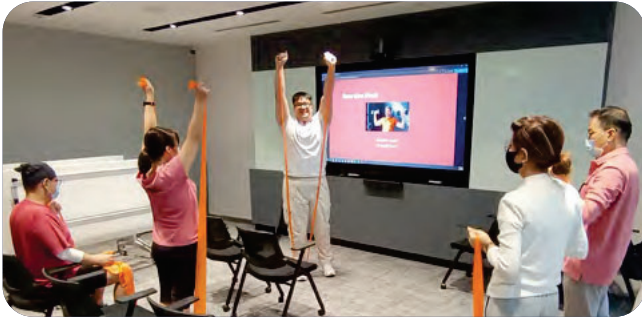
Thanksgiving Event

19 December 2025 | Singapore Cancer Society

LLF organised its annual gathering, bringing patients and caregivers together to reflect on shared experiences and celebrate resilience.



Collaboration and Outreach



Theraband Exercise Session

24 July 2025 | Singapore Cancer Society

In collaboration with Singapore Cancer Society, LLF co-organised a guided exercise session that supported participants in rebuilding strength and confidence during recovery.



Singapore Lymphoma Scientific Symposium (SLSS)

30 August 2025 | National Cancer Centre Singapore (NCCS)

LLF delivered a talk on transitioning back to work after treatment, providing practical guidance on workplace communication, fatigue management and adjustment.



World Lymphoma Awareness Day

13 September 2025 | National Cancer Centre Singapore (NCCS)

LLF supported awareness efforts, connecting individuals and families with information and available support resources.



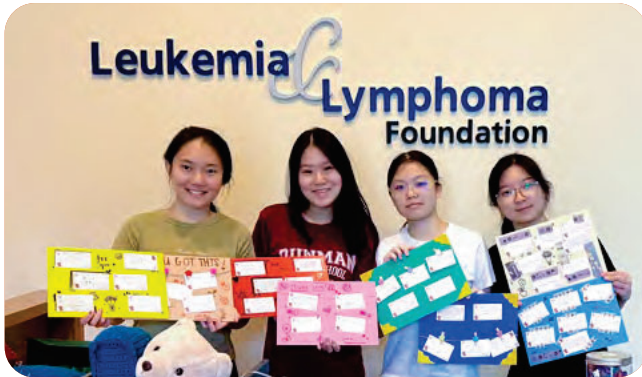
Myeloproliferative Neoplasms (MPN) Patient Forum

11 October 2025 | National University Health System (NUHS)

LLF participated in the forum, supporting patients and caregivers in accessing updated medical insights and engaging with healthcare professionals.



Community and Volunteer Support



Project Lumina X LLF

Project Lumina is a youth-led initiative by four students from Dunman High School, carried out in collaboration with LLF. The project raised \$5,100.68 through merchandise sales and Giving.sg, in support of blood cancer patients and caregivers. In addition, over 100 volunteers were mobilised to create care items for patients, bringing comfort and encouragement during treatment. The team also raised awareness of blood cancers through targeted outreach, helping to build greater understanding among youths and the wider community. The project was recognised with a Merit Award under Youth for Causes, a national initiative by Young Men's Christian Association (YMCA) of Singapore.



LALA Crochet X LLF

LALA Crochet is a community-led group of volunteers who contribute handmade creations to support patients. In FY2025, the group provided 440 crochet items for distribution through LLF. This contribution provided comfort and encouragement to patients during treatment and recovery.



Pasir Ris Crest Secondary School X LLF

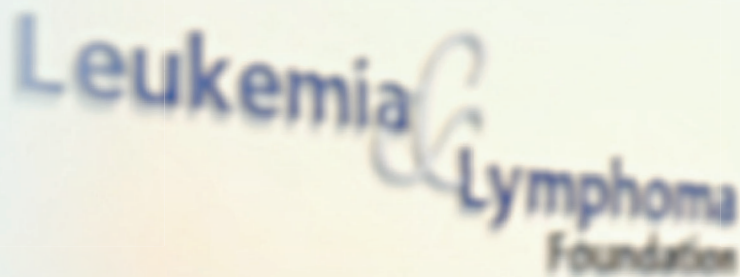
Parents and students from the Pasir Ris Crest Secondary School Parent Support Group came together to create handmade keychains for patients. These items were distributed through LLF as tokens of encouragement, bringing comfort to patients during treatment.

Leadership and Governance

Strong governance underpins LLF's ability to deliver meaningful support to patients and caregivers.

The Governing Committee provides strategic oversight and ensures that resources are managed responsibly, while the management team drives day-to-day operations and programme delivery. Together, they uphold high standards of transparency, accountability and effectiveness.

This shared commitment strengthens trust with stakeholders and supports the long-term sustainability of LLF's work.

The logo for the Leukemia & Lymphoma Foundation. It features the word "Leukemia" in a blue, sans-serif font on the left. To its right is a stylized, light blue ampersand symbol. Further right, the words "Lymphoma" and "Foundation" are stacked vertically in a smaller, blue, sans-serif font.

Leukemia & Lymphoma
Foundation

Leadership

LLF Governing Committee

The Governing Committee provides strategic oversight and ensures that LLF operates in accordance with its charitable objectives and established governance standards. The Committee oversees organisational strategy, financial stewardship and long-term sustainability.

The Committee comprises members with a diverse mix of skills, knowledge and experience, providing both continuity and fresh perspectives.

Members also serve on various Sub-Committees overseeing audit, finance, fundraising, programmes and services, human resources and nominations.

All members serve on a voluntary basis and do not receive remuneration for their services. Board appointments are held for a one-year term, with office bearers elected during the Annual General Meeting (AGM).



A/Prof Ren Ee Chee

President
(2022 – present)

Sub-Committee(s):
Chairman, Audit Sub-Committee
Chairman, HR Sub-Committee

A/Prof Ren has served on the Governing Committee of LLF for more than 10 consecutive years and was re-appointed at the Annual General Meeting in accordance with the Constitution.

Past Charity Board Appointment

Honorary Secretary, LLF (2021)
Vice President (Fundraising & Events), LLF (2018 to 2019)
Honorary Treasurer, LLF (2015 to 2017)

Occupation

Adjunct Associate Professor,
Department of Microbiology and Immunology, Yong Loo Lin School of Medicine, National University of Singapore



Mr Tan Hee Teck

Vice President (Fundraising & Events)
(2022 – Present)

Sub-Committee(s):
Chairman, Fundraising Sub-Committee
Chairman, Appointments and Nomination Sub-Committee

Mr Tan has served on the Governing Committee of LLF for more than 10 consecutive years and was re-appointed at the Annual General Meeting in accordance with the Constitution.

Past Charity Board Appointment

President, LLF (2018 to 2021)
Vice President (Fundraising & Events), LLF (2014 to 2017)

Occupation

Chairman,
NTUC Enterprise



Ms Annabel Kang

Vice President (Services and Projects)
(2022 – present)

Sub-Committee(s):
Chairman, Programme and Services Sub-Committee

Ms Kang has served on the Governing Committee of LLF for more than 10 consecutive years and was re-appointed at the Annual General Meeting in accordance with the Constitution.

Past Charity Board Appointment

Vice President, LLF (2020 to 2021)
Ordinary Member, LLF (2016 to 2019)
Honorary Secretary, LLF (2015)

Occupation

Partner (Corporate Real Estate),
WongPartnership LLP



Dr Benjamin Mow

Honorary Secretary
(2022 - present)

Past Charity Board Appointment

Ordinary Member, LLF (2021)

Occupation

Founder and Medical Director,
Mow Blood & Cancer Clinic



A/Prof Charles Chuah

Ordinary Member
(2022 - present)

Occupation

Senior Consultant, Department of Haematology,
Singapore General Hospital



Mr Eugene Ang

Honorary Treasurer
(2024 - present)

Sub-Committee(s):
Chairman, Finance Sub-Committee

Past Charity Board Appointment

Ordinary Member, LLF (2023)

Occupation

Finance Director,
Aicadium



Ms Carol Fong

Ordinary Member
(until 15 May 2025)

The Governing Committee would like to thank Ms Fong for her valuable contributions during her tenure.

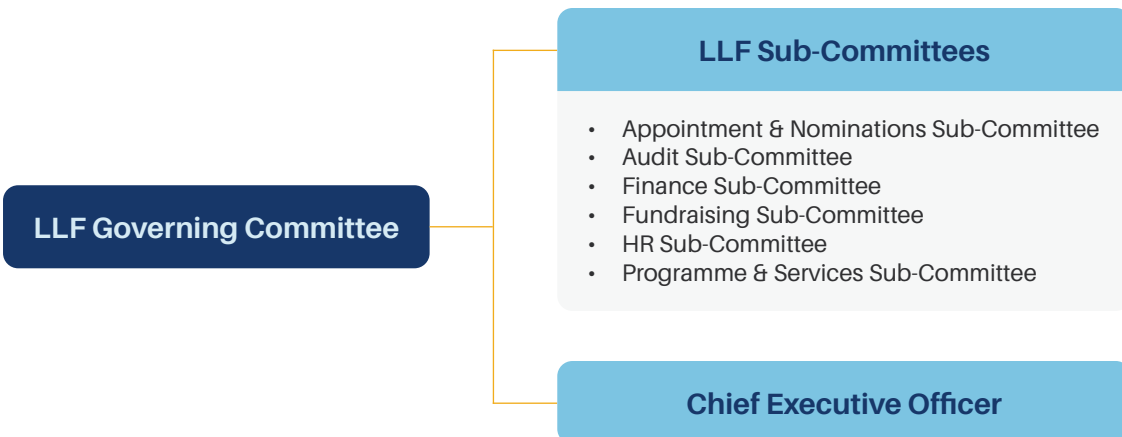
Past Charity Board Appointment

Ordinary Member, LLF (2023 to 15 May 2025)
Honorary Treasurer, LLF (2020 to 2022)

Occupation

Group Chief Executive Officer,
CGS International Securities

Corporate Structure



LLF Management Team

LLF is supported by an agile and dedicated management team responsible for day-to-day operations, programme delivery and stakeholder engagement. The team works closely with healthcare institutions and community partners to ensure that support reaches patients and families in a timely and appropriate manner.



Ms Sharona Chang

Chief Executive Officer

Appointed: 17 November 2025

Organisation Chart



Remuneration of Key Management Personnel

In accordance with the Charities (Institutions of a Public Character) Regulations, in 2025:

No Governing Committee Member received remuneration.

No staff is a close family member of any Board Member or the Executive Director.

The number of staff whose total annual remuneration fell within the following bands is:

\$100,001 to \$200,000: **2 staff**

\$200,001 and above: **NIL**

Corporate Governance

The Board and management of LLF are committed to high standards of corporate governance, integrity and transparency, in line with the Code of Governance for Charities and Institutions of a Public Character (April 2023).

Board Governance and Internal Controls

The Governing Committee and Management work together to ensure that appropriate governance practices, internal controls and reporting processes are in place to safeguard resources and support responsible decision making.

Declaration and Management of Conflict-of-Interest (COI)

All Governing Committee members, key executives and staff are required to disclose their interests in other organisations upon appointment and whenever changes arise. Annual declarations are also made to confirm the absence of conflicts. Where a potential conflict of interest arises, the affected individual is required to declare the interest and abstain from the relevant deliberation and decision-making processes. Such disclosures are recorded accordingly.

There are no paid staff serving on the Governing Committee, and there are no known family relationships between executive staff and any Governing Committee member.

For 2025, no conflicts of interest were declared.

Whistleblowing Policy

LLF has established a whistleblowing policy to provide employees and external parties with a channel to report concerns relating to misconduct, statutory non-compliance or other wrongdoing. All reports are treated in confidence and reviewed appropriately to ensure that concerns are addressed fairly and responsibly.

No whistleblowing reports were received during 2025.

Funding Sources

LLF's operations are funded through donations from individuals and corporate organisations. These contributions form the primary source of funding to support patients undergoing treatment for blood cancers in Singapore's public hospitals.

LLF does not receive government subsidies for its core programmes. Where applicable, LLF taps on available grants to support programme delivery and organisational capability, including the Charities Capability Fund administered by the Commissioner of Charities and the Tote Board Community Health Fund (TBCHF).

Reserves Policy and Investment

LLF adopts a prudent approach to financial management. Surplus funds are placed in fixed deposits with local banks of good credit standing and in MAS Treasury Bills. LLF maintains reserves of up to five times its annual operating expenditure to ensure sustainability and its continued ability to support patients requiring treatment.

Fundraising Activities

LLF did not conduct any fundraising activities during FY2025. Donations received comprised voluntary contributions from donors through direct giving channels and online donation platforms. LLF has a Fundraising Strategy adopted and approved by the Governing Committee. The fundraising efficiency ratio for 2025 is 0.92.

Loans and Sponsorships

LLF does not grant loans to employees, management, Governing Committee members, related parties or third parties. LLF does not provide sponsorships to other charities or activities.

Personal Data Protection

LLF has implemented a Personal Data Protection Policy and established operating procedures to ensure compliance with the Personal Data Protection Act. Regular training and checks are conducted to safeguard personal data and to ensure continued compliance amid evolving cybersecurity risks.

No data breaches were reported during 2025.

Attendance at Governing Committee Meetings 2025

A total of two Governing Committee meetings and one Annual General Meeting (AGM) were held during the financial year ended 31 December 2025. The following sets out the individual members' attendance.

Dates	Ren Ee Chee	Tan Hee Teck	Annabel Kang	Benjamin Mow	Charles Chuah	Eugene Ang	Carol Fong <i>(stepped down on 15 May 2025)</i>
15 May 2025	√	√	√	-	-	√	√
26 June 2025	√	√	√	√	√	√	-
11 Dec 2025	√	-	-	√	-	√	-

Financial Highlights

Leukemia and Lymphoma Foundation

Statement Of Financial Activities

For the financial year ended 31 December 2025

	General Fund	Restricted Fund (Note 12)	Total 2025	Total 2024
	\$	\$	\$	\$
Income				
Donations				
- Outright (tax exempt)	629,525	-	629,525	588,531
- Outright (non-tax exempt)	24,576	-	24,576	43,220
Grants	17,826	89,943	107,769	43,148
Interest income	9,909	-	9,909	11
Investment income - treasury bills	192,792	-	192,792	273,794
Refund of patient's subsidy	57,463	-	57,463	-
Other income	3,945	-	3,945	585
	936,036	89,943	1,025,979	949,289
Expenditure				
Staff costs	(341,586)	-	(341,586)	(343,144)
Depreciation expense	(28,234)	-	(28,234)	(27,530)
Amortisation	(21,412)	-	(21,412)	-
Property maintenance expenses	(41,789)	-	(41,789)	(41,364)
Patients' activities/Programme expenses:				
- Patients' welfare activities expenses	(2,310)	-	(2,310)	(2,760)
- Support costs (Social worker)	(28,398)	(89,943)	(118,341)	(101,926)
- Subsidies to patients	(771,172)	-	(771,172)	(578,205)
- Release of prior year provision for subsidies	384,579	-	384,579	425,817
Other expenses	(79,580)	-	(79,580)	(59,315)
Deferred expenditure expensed off	(10,937)	-	(10,937)	-
	(940,839)	(89,943)	(1,030,782)	(728,427)
Net (deficit)/surplus and total comprehensive (expenditure)/income for the year	(4,803)	-	(4,803)	220,862

Financial Highlights

Leukemia and Lymphoma Foundation

Statement Of Financial Position

At 31 December 2025

	2025 \$	2024 \$
Non-current assets		
Property, plant and equipment	2,113,551	2,135,929
Deferred expenditure	85,646	102,381
	2,199,197	2,238,310
Current assets		
Investment in Treasury bills	9,442,822	9,398,655
Other receivables	127,261	93,189
Prepayments	13,242	3,013
Cash and cash equivalents	770,160	998,890
	10,353,485	10,493,747
Total assets	12,552,682	12,732,057
Non-current liability		
Deferred income	48,578	68,515
Current liabilities		
Other payables	391,918	562,745
Deferred income	16,192	-
	408,110	562,745
Total liabilities	456,688	631,260
Net assets	12,095,994	12,100,797
Fund		
General fund	12,095,994	12,100,797

The full set of audited financial statement is available at www.llf.org.sg and on the Charity Portal.

Reserves Management

LLF maintains reserves to ensure that patients continue to receive timely support, regardless of fluctuations in funding. LLF's reserves are unrestricted funds set aside to support long-term sustainability and to respond to unexpected circumstances, including loss of income and unforeseen expenses. They are used to sustain financial assistance, support programme delivery and respond to evolving patient needs, including periods of increased demand.

The Reserves Policy guides the management and adequacy of these funds to support LLF's activities, day-to-day operations and initiatives aligned with its mission.

The Governing Committee reviews the level of reserves regularly to ensure it remains appropriate, balancing long-term sustainability with the timely use of funds to support those who rely on our care.

Governance Evaluation Checklist

SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	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	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. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <ul style="list-style-type: none"> a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer. 	2.6	Yes
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <ul style="list-style-type: none"> a. No staff should chair the Board and staff should not comprise more than one-third of the Board. 	2.7	Yes
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <ul style="list-style-type: none"> a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making. 	2.8	Yes
13	<p>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.</p> <p>For all Board members:</p> <ul style="list-style-type: none"> a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report. 	2.9a 2.9b 2.9c	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <ul style="list-style-type: none"> d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b. 	2.9d	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 3: The charity acts responsibly, fairly and with integrity.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
Principle 4: The charity is well-managed and plans for the future.			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	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	Partial Compliance
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance

A full version of the Governance Evaluation Checklist is available on the Charity Portal.

Corporate Information

Leukemia & Lymphoma Foundation

ROS Registration No:	0241/2002 WEL
Unique Entity Number (UEN):	T02SS0150A
Registered Address:	10 Sinaran Drive #10-20 Novena Medical Center Singapore 307506
Date of registration:	13 September 2002
Registered as a Charity:	12 June 2003
Charity Registration Number:	01699
IPC No:	HEF0083/G
IPC Expiry Date:	25 June 2026
Bankers:	DBS Bank
Auditor:	Baker Tilly TFW LLP
Legal Advisors:	External legal counsel, as required

The Year Ahead

Looking ahead, the Leukemia and Lymphoma Foundation will focus on **strengthening and expanding its support for individuals and families affected by blood cancers in Singapore.**

LLF will continue to support patients with treatment-related financial needs while strengthening psychosocial support through counselling, peer support and community initiatives. As more patients and caregivers seek support, our priority is to ensure that help remains accessible, timely and responsive to evolving needs.

LLF will expand its outreach and partnerships to reach more individuals who may benefit from support. We will continue to work closely with healthcare institutions, community organisations and corporate partners to strengthen the delivery and reach of our programmes.

LLF will also enhance its digital platforms, including improving the website to provide clearer navigation and better access to services and information for patients, caregivers and donors.

We will continue to build organisational capacity by strengthening systems, processes and capabilities to support sustainable growth and deliver greater impact over time.

This work is made possible by the continued support of our donors and partners. With your support, LLF will continue to grow its reach, strengthen its programmes and ensure that more patients and caregivers receive the care, connection and support they need.



Support Patients Facing Blood Cancer

The work of the Leukemia and Lymphoma Foundation is made possible through the generosity of donors and partners.

Your support ensures that patients undergoing prolonged and demanding treatment are not left without care and assistance.

Make a donation today



MAKING
A BETTER
WORLD



DONATE

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