Fei Yue 飞跃

FURTHER TOGETHER

Fei Yue Family Services Centre
Annual Report 2025/2026



Table of Contents

02 About us

04 President's Message

05 Chief Executive's Message

06 The Year in Review

08 Chapter 1 | Children
Heart@Fei Yue

08 Chapter 2 | Family
Family and Counselling Services Division

08 Chapter 3 | Seniors
Active Ageing Centres

08 Chapter 4 | Corporate Services Department
Human Resources
Communications and Partnerships Department
Volunteer Management and Development

39 Disclosure Report



About us

Fei Yue Family Service Centre (FYFSC) was established in 1991.

Together with like-minded pioneers and colleagues, we have overcome many challenges over the years, grown as an organisation and are equipped to chart forward with our unwavering mission to effect life transformation.

As the social service sector evolves, we continue to be intentional, purposeful and systematic in care, both by strengthening our own teams and championing the undeserved communities we support.

At a staff strength of over 200 passionate employees, we are proud to have served over 11,280 clients by impacting their lives for the better across 12 centres Fei Yue operates nationwide.

We are thankful for the many grant-makers, funders, sponsors, partners, donors, and volunteers who believed in us and are honoured to have worked together in this process of improving the lives of our service users.



Our mission is

To Effect Life Transformation

Vision

Resilient Individuals
Thriving Families
Empowered Community
Vibrant Nation

Values

Integrity
Ownership
Thoughtfulness
Spirit of Excellence
Teamwork



President's Message

We will continue to deepen collaboration, embrace new ideas, and strengthen the partnerships that enable us to serve more effectively.



Mrs Seah-Lim Kheng Yeow
President
Fei Yue Family Service Centre

This has been a year of meaningful progress and heartening transformation. Together, we served more than 11,280 children, young adults, seniors and families through our diverse range of services. Behind every number is a story of resilience, hope and restored relationships. I was especially encouraged by the stories of Max and Tom, who found a safe space to rebuild their relationship with their father, and Madam Wong, who transformed her own caregiving challenges into one of community leadership by initiating breakfast gatherings for her fellow seniors. These stories remind us that our work is not merely about delivering services – it is about transforming lives and restoring hope.

The social service landscape continues to evolve, particularly for the Family Service Centres, where increasingly complex financial, emotional, and relational challenges call for earlier, more holistic interventions and stronger community partnerships. As we look ahead, we must remain intentional and innovative in strengthening integrated support, working towards the vision of one family, one coordinated case plan. We will continue to deepen collaborations across the social service ecosystem while embracing new approaches, including digital transformation initiatives and the transition of our Active Ageing Centres to more comprehensive service models so that every individual and family can experience hope, dignity and belonging.

To our 208 staff members and more than 10,000 volunteers, thank you for being the compassionate hands and hearts behind our mission. To our donors and partners, your trust and generosity, contributing more than $1.6 million this year, have empowered us to dream bigger, reach further and impact deeper.

Celebrating 35 years of service, we are reminded that the measure of our success is not found in the milestones we achieve, but the lives that are transformed. May we continue to move forward with hearts aligned, purpose renewed, and the courage to make every life we touch count.

Reflecting on the past year with Fei Yue, I am filled with profound gratitude for the collective impact we have made together. Our Givers' Appreciation Lunch, themed "Hearts Aligned, Purpose Renewed," beautifully captured the spirit that has sustained Fei Yue over the past 35 years. Our strength lies in being united in our values and calling – to serve, uplift and care for those who need support most. As we mark this milestone anniversary, we renew our commitment to this mission with fresh purpose, clarity and resolve. It was especially meaningful to launch our 35th Anniversary celebrations in the presence of our Guest of Honour, Dr Tan See Leng, Minister for Manpower, Minister-in-charge for Energy and Science and Technology and Advisor to Chua Chu Kang GRC Grassroots Organisations.

Chief Executive's Message

As we enter our 35th year, may we continue to stand strong in our mission to effect life transformation.



Mr Arthur Ling
Chief Executive
Fei Yue Family Service Centre
Fei Yue Community Services

The past year reminded us that meaningful change is built not through individual effort, but through enduring relationships. Every programme delivered, every life touched and every milestone achieved reflects the shared commitment of our staff, volunteers, partners, donors and the communities we serve.

Throughout the year, Fei Yue continued to respond to evolving needs with compassion, professionalism and purpose. We strengthened our services, invested in our people and capabilities, and worked closely with partners across sectors to deliver more integrated and responsive support. As the challenges facing our communities grow in complexity, our belief in the power of collaboration has only grown stronger.

Across our services, we witnessed the impact of what can be achieved when communities come together. Through HEART@Fei Yue, we supported 1,113 children by equipping caregivers with the emotional awareness and confidence to nurture healthier parent-child relationships. Our Family Service Centres reached over 6,700 individuals through casework, financial assistance, community outreach and group programmes. We have remained steadfast in our commitment to seniors, supporting more than 3,400 through wellness programmes, social activities and partnerships such as Communities of Care, enabling them to age actively and remain meaningfully connected within their communities. Behind every number is a story of resilience, hope and lives transformed through the collective efforts of people who care.

In the coming year, we look ahead with special anticipation. As we mark 35 years of Fei Yue, we recognise that it is a significant milestone that offers us an opportunity to honour those who laid our foundations, celebrate everyone who has contributed to our journey, and renew our commitment to serving the community with compassion and excellence. It is also an invitation to look ahead with confidence, embracing new opportunities to create even greater impact together.

I extend my heartfelt appreciation to our Board for its stewardship, our staff for their unwavering dedication, our volunteers for their generosity, our partners and donors for their steadfast support, and our beneficiaries for the privilege of being part of their journeys. Your trust and commitment have brought us this far, and they will continue to inspire us in the years ahead.

As we enter our 35th year, may we continue to stand strong in our mission to effect life transformation.

The Year in Review

01 Children



HEART@Fei Yue



HEART@Fei Yue served

1,113

children
in 2025, supporting caregivers in building emotional awareness and confidence to nurture healthier parent-child relationships.

02 Individuals and Families



Family and Counselling Services (FCS)

FCS's five Family Service Centres provided casework, counselling, community, and group support to vulnerable families.



Casework Management
FCS supported

4,292

individuals
with emotional and financial assistance through case management.



Group Work
Group programmes offered career development and mentorship to

59

young adults
from low-income families.



Community Work
Outreach initiatives, including Food Fiesta, reached

2,369

individuals,
helping families improve eating habits, build purpose, and form friendships.

03 Seniors



Fei Yue Active Ageing Centre (Bukit Batok)



The centre served

2,000

seniors
through wellness and social programmes, fostering community bonds and healthier ageing with strong partnerships like Communities of Care.

Fei Yue Active Ageing Centre (Holland Close)



Serving

1,449

seniors,
the centre offered diverse activities and outreach to boost engagement, confidence, and community connections in Holland Close and Commonwealth.

04 Corporate Services



Human Resource



As of 31 March 2026, Fei Yue Family Service Centre (FYFSC) had

213

staff.
Staff well-being is supported through initiatives like Family Meetings, the annual Staff Retreat, and division-led bonding activities.

Communication & Partnerships



Media Exposure
FYCS and FYFSC boosted their media presence with

61

print/online articles,

22

broadcast segments.
There was strong follower growth on Facebook, Instagram, and LinkedIn.

Donors and Partners
FYFSC received a total of

539

donations
amounting to $1,600,100.28. Corporate partners contributed significantly with 27 donations totalling $1,368,115.93, while individual donors generously gave 512 donations totalling $213,984.35.

Volunteer Management and Development
FYCS and FYFSC recruited

10,841

volunteers,
of which 8,577 were onboarded through the SG Cares Volunteer Centres (VC) programme. Volunteer retention rate was 94%, with 72,310.43 volunteer hours contributed over the year.

01

Children





HEART@Fei Yue

HEART@Fei Yue supports children and families affected by abuse or neglect through assessment, intervention and therapeutic support.

The centre continued to help children understand safety, express difficult feelings and rebuild relationships with caregivers in a supported setting.

Max & Tom's Story

Max and Tom, whose names have been changed, were referred to HEART@Fei Yue following concerns about their father's use of physical punishment.

Both children attended individual play therapy sessions, where they could express their emotions and develop coping skills in a safe setting. As the team observed emotional distance between the father and his sons, parent-child play therapy was also introduced to support their interactions.

At the beginning, Max was reserved and avoided eye contact, often withdrawing when his father tried to engage with him. Over time, with continued participation from his father and guidance from the clinical team, Max began initiating conversations at home. Tom also experienced fewer emotional outbursts.

Through the sessions and discussions with the caseworker, their father reflected on how he responded to the children and began moving away from physical punishment towards calmer and more supportive ways of interacting with them. The changes were gradual, but visible in everyday interactions: a child making the first move to reach out, and a father learning to respond differently.

Child Protection Specialist Centre (CPSC)

Finding My Voice

During the school holidays, HEART@Fei Yue conducted Finding My Voice, a two-day programme for children aged 10 to 13.

The programme helped children understand personal safety and the physical and emotional changes that can come with adolescence. Through small group discussions, participants learnt how to recognise discomfort, speak about their feelings and identify situations in which they may need support. They then realised that their experiences are not isolated; that everyone goes through the same thing.

Children also made sensory balls during a hands-on activity. Facilitators showed them how tactile tools could be used to settle themselves during moments of distress or heightened emotion.

By the end of the programme, participants shared with their caseworkers that they felt better prepared for the biological changes ahead and more confident in recognising and responding to unsafe situations. Through finding my voice, they were provided with the vocabulary and tools to protect their own well-being.



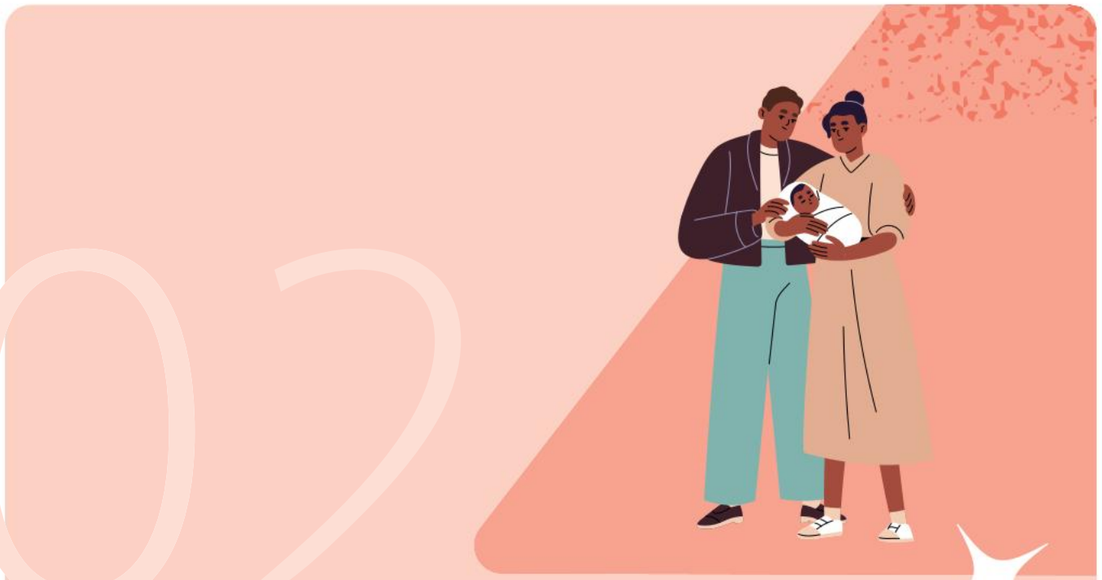
Participants made sensory balls as practical tools for managing difficult emotions.



Facilitators guided children in selecting materials for their sensory balls.

02

Individuals and Families





Family and Counselling Services Division

The Family and Counselling Services Division supports individuals and families facing financial, emotional, relational and caregiving challenges.

Through five Family Service Centres, the division provides information and referral, casework and counselling, group work and community work. Support may include financial assistance, parenting guidance, emotional support and opportunities for residents to connect with others in their neighbourhoods.

Names in the following stories have been changed.

Case Work

Bukit Batok

It Takes a Village to Raise a Child

Kayla is a single mother of two daughters aged four and seven. She began receiving support from Fei Yue Family Service Centre (Bukit Batok) in May while returning to work. She struggled with managing her finances and dealing with difficult family relationships.

Although staying temporarily with her father eased some financial pressure, Kayla hoped to provide a safer and more stable home for her daughters.

During casework sessions, she spoke about her own childhood experiences and her wish to raise her daughters differently. At home, she used storybooks and pretend play to teach them about emotions and personal safety in ways they could understand.

When her older daughter needed further support, she enrolled her in the Good Vibez group work programme. Kayla later observed that her daughter had become better able to recognise and express her feelings.

For Kayla, it mattered that support was available not only for herself, but also for her daughter's emotional development.

The Rhythm of Belonging

Bryan was referred to Fei Yue Family Service Centre (Bukit Batok) while he was in secondary school.

He was managing school pressure and changes at home. He also found it difficult to regulate his emotions and interact with his peers. As his support began during the COVID-19 period, his early sessions with the centre were mainly conducted over the phone.

Through regular casework sessions, Bryan learnt to recognise his emotions and manage difficult situations more calmly. Discovering that Bryan was interested in music, his caseworker introduced him to the centre's Attunement music programme as in-person engagements gradually resumed.

The programme gave Bryan a way to meet others through a shared activity. He could participate at his own pace while practising communication and building confidence.

At the end of secondary school, Bryan volunteered to perform at his graduation ceremony and invited his caseworker to attend. For a young person who had once found social interaction difficult, choosing to take the stage was a significant milestone in his transformation.

Choa Chu Kang

From Abandonment to Courage

Katherine sought support from Fei Yue Family Service Centre (Choa Chu Kang) after the breakdown of her marriage, which left her hurt and isolated. Through individual casework, Katherine received support in processing her grief, anger and loss. Over time, she began to understand how much of her self-worth had been tied to her role in the marriage.

When she was ready, Katherine joined a therapeutic group programme for women experiencing relationship loss. As she listened to other women and shared her own experiences, she began to feel less alone.

The group's creative and reflective activities also gave Katherine space to consider her own needs and identity outside the marriage, enabling her to begin taking part in self-care and social activities again.

Katherine continues to work through her grief, but it no longer shapes every part of how she sees herself or her future.

From Caregiving to Community Leadership

Madam Wong first approached Fei Yue Family Service Centre (Choa Chu Kang) in 2016 when she was struggling with the demands of caring for her grandchildren.

As her family's financial and caregiving needs grew more complex, she continued receiving casework support to manage her responsibilities and better coordinate care for her family.

After finding her footing, Madam Wong began looking for ways to support seniors in her neighbourhood. She initiated a twice-weekly breakfast gathering, which she now leads with support from the Community Work team's grassroots connections.

The gathering gives seniors, including those who may otherwise spend much of their time alone, a regular place to meet over breakfast. Madam Wong continues looking after her family while making space for other residents to connect with one another.

Yew Tee

Finding Strength, Healing Relationship

Regina was referred to Fei Yue Family Service Centre (Yew Tee) due to growing tensions at home with her daughter.

At the time, she was managing financial stress, looking for work and coping with the after-effects of her difficult childhood. She was worried about her daughter's declining school performance and often responded harshly whenever she felt frustrated. Regina recognised that her words were affecting her daughter's confidence and wanted to change the way she parented.

Through individual counselling, Regina explored how her past experiences shaped her present reactions. She learnt to pause before responding and how to manage her emotions during difficult conversations. Applying these strategies at home was not always easy, particularly when she felt stressed or angry.

Regina later joined P2P – Finding My Voice, a therapeutic group programme for women with experiences of family violence. In the group, she shared her life experiences with other women and spoke about how she was learning to be both strong and soft with her daughter.

Over time, Regina became less reactive at home, by using affirmations and responding to her daughter with more empathy and reassurance. They rebuilt their relationship and conversations between them became clearer.

From Isolation to Connection

Alia first came to the attention of Fei Yue Family Service Centre (Yew Tee) through their mother, an existing client.

They were socially withdrawn and did not respond to the team's early attempts to engage them directly.

Drawn to the activities offered by Friends of Our Community (FoOC), Alia joined the community programme for young adults facing mental health and emotional challenges. They were first drawn to the programme activities. As a regular participant, they became more comfortable with the team and began forming connections with other youths.

Alia later began individual casework with John, a staff member they already knew through FoOC. This made it easier for them to speak about family boundaries and their relationship with their mother.

When Alia went through a difficult period in 2025, Community Friends checked in with them regularly. They were also referred to the Community Psychology Hub for further support.

Alia remains involved in FoOC and now contributes to Fresh Food Ration Distribution as a Community Contributor.

Champions Way

The Heart to Listen

Clara was referred to Fei Yue Family Service Centre (Champions Way) following reports of spousal violence. Her primary struggle involved her and her husband's conflicting parenting philosophies.

During counselling with her caseworker, Clara discussed how disagreements with her husband negatively affected her relationship with her children. She wanted to know how to respond differently when tensions arose at home.

Clara later joined Hard To Heart Talk, a group work programme for mothers of adolescent children. Through the sessions, she learnt to pause before correcting her children and listen more closely before responding calmly during disagreements.

Clara noticed her children were slowly opening up and became more willing to speak to her to share their concerns. Meeting other mothers in the group also helped her feel less alone in managing the challenges of parenting.

Step by Step, We Walk Together

Recently divorced, Nadia sought support from Fei Yue Family Service Centre (Champions Way). She had just moved into a rental flat with her children, one of whom has special needs. She was facing financial distress and was unsure whether she could rebuild a stable life for her family.

Her caseworker worked with her on her immediate concerns one step at a time. During counselling, Nadia spoke about her self-blame and her fear that continuing to seek help would make her dependent on support. Her caseworker reassured her, saying, "We will walk slowly. We walk together." This changed her perception of assistance being a symptom of failure.

Nadia later joined One Heart Family, a community programme where residents take part in shared activities and support one another. As she became more involved, she began thinking about how she could contribute to the group.

She is now exploring the idea of starting a small baking group for residents.

Taman Jurong

Finding Support in Fatherhood

Mr Koh was referred to Fei Yue Family Service Centre (Taman Jurong) in 2023 following concerns of domestic conflict and his approach to parenting after his divorce.

He was raising two children while dealing with unstable employment and financial hardship. He also found it difficult to meet his elder child's needs, contributing to frequent tension at home. Through counselling and casework, Mr Koh put in effort to rebuild his confidence in parenting.

Eventually, he learnt to recognise his emotional triggers, allowing him to shift from reactive behaviour to intentional responses.

In January 2026, he joined a parenting and father-child communication group programme. Meeting other fathers gave him the opportunity to discuss parenting challenges with others facing similar responsibilities.

After the programme, Mr Koh started a chat group so that the fathers could continue supporting one another.

Nurturing a Young Leader

Sally is the eldest of four children. In March 2025, she attended Protecting Self and Others, a programme by Fei Yue Family Service Centre (Taman Jurong) that helps children understand online and offline safety.

Sally participated actively and encouraged other children during the activities. The programme also gave children a safe setting to raise safety concerns they may have encountered. Through the sessions, the team identified areas where Sally and her family could receive further support.

In November 2025, Sally returned to the programme as a buddy for younger participants, with her mother's support. She helped the children take part in the activities and understand the same safety lessons she had learnt earlier in the year.

Community Work

20
residents learnt new musical skills with Attunement



Building social bonds through music; youth and residents showcasing their skills after a four-week guitar workshop.

18
youths received support in exploring their future career and education pathways



Participants and facilitators at a Let's Get Reel engagement session.

Bukit Batok

Attunement

Attunement is a music-based community programme by Fei Yue Family Service Centre (Bukit Batok). Started in 2020, the programme brings residents together through music lessons and jamming sessions.

In 2025, Attunement engaged 20 participants with support from five volunteers. The programme conducted two four-week classes in keyboard and guitar, as well as 12 fortnightly jamming sessions over six months.

Participants learnt to play music with others and had opportunities to perform what they had practised. In their feedback, several shared that they felt proud of their progress and became more comfortable recognising and expressing their emotions.

The team plans to involve more Bukit Batok residents in delivering the programme, including residents who are able to share their interest or skills in music with others.

Choa Chu Kang

Let's Get REEL

Let's Get REEL is a collaboration between Paeonia Foundation and Fei Yue Family Service Centre (Choa Chu Kang). Launched in June 2023, the programme supports young adults from lower-income families in exploring education and employment pathways.

To date, the programme has supported 18 youths aged 16 to 27 through career coaching, skills training and mentoring. During group mentoring sessions, participants discussed their career goals, learnt practical skills and received guidance from volunteer mentors.

Through partnerships with 37 organisations, participants were also introduced to different industries and opportunities for further training and development. Many participants have taken concrete steps forward—pursuing certifications, enrolling in further studies, or gaining employment and hands-on experience.

Twelve participants have since progressed into upskilling or education pathways. The programme team and the participants' social workers continue to support them as they consider their next steps.

Yew Tee

Fresh Food Ration Distribution

The Fresh Food Ration Distribution (FFRD) programme by Fei Yue Family Service Centre (Yew Tee) provides quarterly distributions of fresh produce and protein items to residents. Launched in 2022, the programme supported up to 70 clients per distribution in FY2025. It is supported by wet market vendors and corporate donors including Chews, Sheng Siong and Mlion Corporation.

Residents and clients also contribute to the running of the programme as Community Contributors. During the year, staff and Community Contributors met over a potluck meal to discuss how the distribution process could be improved.

Following these discussions, one Community Contributor designed and implemented a scanner-based identification card system for attendance registration. The same contributor also improved the stock-taking system used to track distributed items.

These changes made the distribution process easier to manage while giving residents stewardship and a direct role in improving a programme used by their community.



Adorable little helpers at our drink station.



A distribution well run!

70
residents were supported through the distribution programme







▲ *One Heart Family members gathering to pack the community sourced vegetables to distribute to low-income families.*

Champions Way

One Heart Family

One Heart Family is a community programme by Fei Yue Family Service Centre (Champions Way) that works with families living in rental blocks 569A and 569B.

As part of the programme, residents took part in Community Conversation and Solution on Food Insecurity sessions. During these conversations, they discussed difficulties they faced in accessing food support, including concerns about nutritional value and limited choice.

Social workers facilitated the sessions and worked with residents to identify practical ways these concerns could be addressed within the community. The programme also brought One Heart Family members together to pack community-sourced vegetables for distribution to lower-income families. This gave members a practical way to contribute to food support within their neighbourhood.

Taman Jurong

FAMtastic Fest

Through its work with families and community partners, Fei Yue Family Services at SSO @ Taman Jurong saw a need to raise awareness of family violence, respectful relationships and where families could seek help early.

In May 2025, the team partnered the Ministry of Social and Family Development to organise *FAMtastic Fest: Hands Together Carnival*.

The carnival included interactive booths and activities run by community partners, giving residents an informal setting to learn about family support services and where to seek help. Social workers also performed a skit based on everyday parent-child conflict, showing how communication and parenting responses can either escalate or calm a difficult situation.

More than 500 residents attended the carnival. Close to 90% of surveyed participants shared that the event helped them better understand respectful relationships and the support available to families.



▲ *More than 500 attendees were present at our FAMtastic Fam Carnival Event that happened in May 2025.*



▲ *A skit performed by our Fei Yue social workers, depicting everyday parent-child interactions and demonstrating how respectful communication and positive parenting approaches can de-escalate conflict and prevent harm.*

▲ *(From left to right) Mr Mohamad Khidir, Director of Education at Majlis Ugama Islam Singapura (MUIS), Mr Shawn Huang (Senior Parliamentary Secretary, Ministry of Finance & Ministry of Manpower and Member of Parliament for the West Coast-Jurong West Grassroots Organisation, Ms Joyz Tan (Director), and Mr Pepsi Zewet (Centre Head of Fei Yue Family Services at SSO @ Taman Jurong)*

500
residents attended the carnival





03

Seniors

Eldercare Services Division

Active Ageing Centres (AACs) are part of the national Age Well SG programme, led by the Ministry of Health (MOH), Ministry of National Development (MND) and Ministry of Transport (MOT). AACs are the go-to point for seniors to build strong social connections, take part in recreational activities, access community health services and contribute to their communities.

AACs provide the "ABC+2S" suite of services to support seniors with different needs within their neighbourhoods – Active Ageing, Befriending & Buddying, Information and referral to Care services, Social connector for social and lifestyle interventions and Community Screening.

Fei Yue Active Ageing Centres

Fei Yue Active Ageing Centre (Bukit Batok)

Fei Yue Active Ageing Centre (AAC) (Bukit Batok) began as a Neighbourhood Link in 2005 and became a Senior Activity Centre in July 2015. In April 2025, the centre transitioned to the Eldercare Model 2.0, with an expanded service boundary covering up to 4,020 seniors.

Operating from its main centre at Block 183 and extension branch at Block 210A, the centre serves seniors aged 60 and above in Bukit Batok Zones 2, 5, 6, 7 and 10.

Specialised services include Gym Tonic and Communities of Care (CoC). The centre works with partners including Lien Foundation, Bukit Batok Grassroots Organisations, St Luke's Hospital, Ng Teng Fong General Hospital, Tzu Chi Foundation, Caregivers Alliance Limited and primary care partners.



New Initiatives

Grief Support Group

In partnership with Viriya Community Services, the centre conducted seven Grief Support Group sessions for 20 seniors.

By treating mourning as a natural process rather than a crisis to be rushed, the sessions gave participants a place to speak about bereavement and listen to others who were also coping with loss. Guided conversations focused on expressing grief and developing ways to manage it at their own pace.

Good Stories Project

Many seniors struggle to document their life stories before these memories are lost. Proposed by the Tzu Chi Organisation and implemented with Fei Yue, The Good Stories Project helped seniors capture and preserve their personal journeys over three sessions.

They were supported by Memory Guides who completed a full day of training to learn how to prompt deep reflection and handle sensitive recollections. Using guided questions and an AI-assisted tool, seniors recalled stories from their childhood, working lives, families and personal milestones. Their recollections were then organised into personalised printed books for them and their families to keep.

DANCE - Chapter of Life

Physical decline and limited outlets for creative expression often isolate seniors. Thirteen seniors took part in six sessions of DANCE — Chapter of Life, conducted by the National Gallery Singapore.

Through guided movement activities, participants explored how they could move individually and as a group. They also drew on personal experiences while developing their dance pieces. The programme concluded with a video montage of their co-created performance celebrating their creative movement.

Regular Activities and Volunteer Participation

The centre continued to run regular health and social programmes, including Rummy-O, the Reading Club, Music Exercises and Working out to Wellbness (WoW) Exercises. These activities have attracted 2,000 seniors to join us as members giving them opportunities to stay active and meet others in the neighbourhood.

Some members have also taken on volunteer roles, helping to lead exercise sessions and support other seniors at the centre.



▲ *Members of AAC (Bukit Batok) on an outing to Bird Paradise at the Mandai Wildlife Reserve.*



▲ *Residents participating in a Music Exercise session.*



▲ *Members of the AAC learning how to crochet.*



▲ *A birthday party held for one of our beloved members.*

Madam Pornthip's Story

Madam Pornthip joined Fei Yue Active Aging Centre (Bukit Batok) in 2020 while caring for her husband, who was living with Parkinson's disease. As his condition worsened, the demands of caregiving affected her emotional wellbeing. By 2024, Madam Pornthip was diagnosed with severe depression. The centre arranged befriending support and connected her to professional mental health services.

After her husband passed away later that year, Madam Pornthip faced her own critical health crisis and spent five months in hospital and recovery.

When she was ready to return to the centre, staff and fellow seniors continued to support her. Over time, she began volunteering herself. She now conducts home visits and accompanies seniors who require wheelchair assistance.

Madam Pornthip hopes that sharing her experience will encourage others to consider volunteering and supporting seniors in their community.

944
participants in our Active Aging Programmes

76
seniors reached for Information and Referral services

36
seniors reached through our Buddying and Befriending Services

112
referrals through 2S (Social Connector and Community Screening)

Fei Yue Active Ageing Centre (Holland Close)

Fei Yue Active Ageing Centre (Holland Close) began operations in August 2002, with a branch at Commonwealth Crescent from October 2013. Since May 2021, both centres operate under the Eldercare model, offering social activities, befriending, referrals and emergency response services. They serve Singaporean / PR seniors aged 60 and above in HDB flats at Block 1 to 9 and Block 30 to 32 in Holland Close / Avenue, and Blocks 81 to 118 Commonwealth Close / Crescent. In 2024, the service boundary expanded to include nearby private housing estates as well.

Highlights

Silver Pride Lion Troupe

Seniors from Fei Yue Active Ageing Centre (Holland Close) took part in the Silver Pride Lion Troupe, a lion dance initiative developed by NextOfKin Creatives with partners including Bridging Generations, Kong Chow Wui Koon and Lien Foundation.

The programme adapted lion dance equipment and choreography so that seniors of different abilities could participate safely. Through the sessions, seniors learnt movement sequences and percussion before taking part in a showcase performance.

The Silver Pride Lion Troupe received the President's Design Award 2025, Design of the Year.



▲ *The Silver Pride Lion Troupe received the President's Design Award 2025, Design of the Year.*

Mid-Autumn Celebration with UOB Heartbeat

On 20 September 2025, the centre partnered UOB Heartbeat to organise a Mid-Autumn celebration for 80 seniors living in rental flats.

Seniors took part in festive games and cultural activities before sharing a meal together. The event was attended by Mr Chan Chun Sing, Coordinating Minister for Public Services and Minister for Defence.



▲ *Volunteers taking a selfie with Mr Chan Chung Sing, Coordinating Minister for Public Services and Minister for Defence.*



▲ *Seniors taking part in the Mid-Autumn celebration supported by UOB Heartbeat.*

Responding to Growing Participation

As programme participation increased during the year, the centre faced space constraints in accommodating activities for seniors. The team continued to work with partners and explore suitable community spaces to support programme delivery and reach seniors outside the centre.

Registered Members
1,449

Total Number of Robust Seniors engaged
497

Total Number of Buddying Seniors served
46

Total Number of Senior Volunteers
41

Total Number of Frail Seniors engaged
137

Total Number of Befriending Seniors served
4

04

Corporate Services



Human Resource Department

FYFSC staff strength as at 31 Mar 2026:
213
staff

Corporate Events

Family Meetings

Fei Yue's quarterly townhall sessions, known as Family Meetings, brought staff together for organisational updates, staff recognition and selected moments of celebration.

During the year, the meetings included updates on Fei Yue's strategic direction and the annual Staff Awards Ceremony. Staff received Outstanding Staff Awards and Long Service Awards, with service milestones ranging from five to 35 years. The meetings also included birthday celebrations for Chief Executive Mr Arthur Ling and Co-Founder Mr Leng Chin Fai.

Clients from Family Service Centres, Youth Services and Active Ageing Centres were also invited to share their experiences at selected Family Meetings, giving staff the opportunity to hear directly from the individuals and families supported through Fei Yue's services.





▲ *Snapshots from 2025 Staff Awards Ceremony, featuring the 15-Year & 20-Year Long Service Award recipients from FYFSC and FYCS.*



▲ *Co-founder Mr Leng Chin Fai receiving the 35-Year Long Service Award, presented by Chief Executive, Mr Arthur Ling.*

Staff Retreat

Fei Yue's annual Staff Retreat was held on 11 September 2025 with "ARISE" as the theme — Awaken, Recharge, Inspire, Strengthen and Elevate.

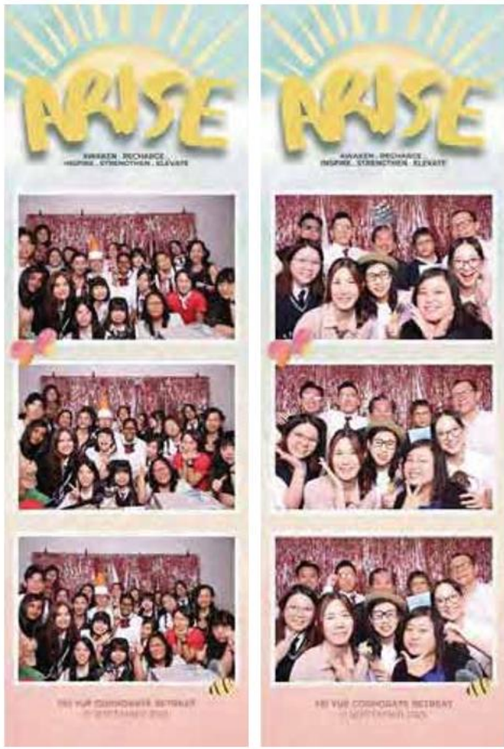
During the day, staff took part in activities that spanned across nature, sports and the arts, including nature walks, cycling, badminton, bowling and art jamming. Staff later gathered for a "Back-to-School"-themed dinner at Jubilee Garden Restaurant.



▲ *Best Dressed Staff on stage during the 2025 Staff Retreat Dinner Programme, featuring the "Back-to-School" theme.*



▲ *Our talented staff on stage entertaining the audience with his performance.*



▲ *Group photos taken at the ARISE photobooth.*



▲ *Group photo from 2025 Staff Retreat Dinner.*

Employee Health & Wellness

In addition to organisation-wide events, divisions and departments organised activities during the year to support staff well-being and provide opportunities for colleagues to spend time together outside of work.

On 14 November 2025, the Corporate Services Division held its retreat with the theme "Grow and Learn". The programme included low-impact aerobics, group activities along Orchard Road and a visit to the SG60 Heart & Soul Experience at Orchard Library.

Staff also took part in inter-division activities during the year, including an Amazing Race at HarbourFront where they took part in team-based challenges. Staff and their families also spent a fun-filled Family Day at the Science Centre.

A staff bonding fishing event was organised with the Fei Yue Youth Team's HOOKED Fishing Programme. Participants were encouraged to donate their day's catch to support lower-income families.



▲ *Showing off their catch during the HOOKED Fishing Programme.*



▲ *During CSD Retreat 2025, staff participated in an aerobics session.*



▲ *Group photo of the staff from the division after sweating it out together.*



▲ *CSD staff enjoying their workout session.*



▲ *Group photo of everyone at the Staff Bonding Fishing Event 2025.*

Communications and Partnerships Department (C&P)

Givers' Appreciation Lunch

On the final weekend of the financial year, the C&P Department hosted the annual Givers' Appreciation Lunch to thank Fei Yue's partners, donors and volunteers for their continued support.

Themed "Hearts Aligned, Purpose Renewed", the event also marked the launch of Fei Yue's 35th Anniversary celebrations. It was attended by Dr Tan See Leng, Minister for Manpower and Minister-in-Charge for Energy and Science and Technology, and Adviser to Chua Chu Kang GRC Grassroots Organisations. The event was a celebration of the valued relationships Fei Yue had built with its partners over the years.

It was an opportunity to reconnect with our supporters as they reflected on their experiences with Fei Yue's beneficiaries, partners and staff. A highlight of the afternoon was the presentation of personalised notes from table hosts to the guests they were hosting, reminding them that their every contribution, regardless of size, makes a difference.

As Fei Yue enters its 35th year, we thank the donors, volunteers and partners who have supported our work and the communities we serve. We look ahead to our future with renewed purpose while honouring the pioneers and supporters who have paved the way before us.



▲ *Mr Arthur Ling (left), Chief Executive of Fei Yue and Mrs Seah Kheng Yeow (right), Board President of Fei Yue Family Service Centre, presenting a handmade token of appreciation to our Guest of Honour, Dr Tan See Leng (centre), Minister for Manpower and Minister-in-Charge for Energy and Science and Technology, and the Adviser to Chua Chu Kang GRC Grassroots Organisations.*



▲ *Guests enjoy their time of reflection and sharing of memories over an origami activity.*



▲ *A table host capturing a memorable time of appreciation and gratitude for the volunteers.*



▲ *Our volunteers from the Eldercare Services Division thoroughly enjoyed their time together!*

Media Liaison

FYFSC and FYCS were featured in 61 print and online articles, and appeared in 22 broadcast segments.

Social media audiences also grew across the three main platforms:

5,585
new Facebook followers, a 180 increase from the previous financial year

3,675
followers on Instagram, a 546 546 increase from the previous financial year

4,206
followers on LinkedIn, a 655 increase from the previous financial year

Donors and Partners

We extend our heartfelt gratitude to the organisations, foundations and individuals who have generously contributed and believed in our cause. We believe that together, with our donors and partners, we will better meet the needs of the less fortunate in the community.

In this financial year, FYFSC received a total of 539 donations amounting to $1,582,100.28. Corporate partners contributed significantly with 27 donations totalling $1,368,115.93, while individual donors generously gave 512 donations totalling $213,984.35.

We are also grateful for the success of our fundraisers, which raised a total of $1,398,360.38, further supporting our mission to provide holistic care and support to families in need. The breakdown of each fundraiser below:

Hope in Every Step:
$250,999.60

Healing Through Art:
$268,845.78

Gifts of Hope:
$98,515.00

Digital Transformation for Integrated Community Care:
$780,000.00

Corporate Donors:

- Academy Of Human Development Pte Ltd
- C K Holdings (2003) Pte Ltd
- Data Dynamics Pte Ltd
- Elsa Advanced Systems Pte Ltd
- Eltech Products And Services Pte Ltd
- Lewis Public Relations Pte Ltd
- Lien Foundation
- Lingjack Engineering Works Pte Ltd
- Lyt/Nsb Limited
- Manulife Us Real Estate Management Pte Ltd
- Methodist Welfare Services-The Healing Nation
- Muis Zakat
- My Chirocare Pte. Ltd.
- National Council Of Social Service
- New Creation Church
- S&P Global
- The Community Foundation Of Singapore
- Wesmech Engineering Pte Ltd

Individual Donors:

- Ajmoonbeevi
- Alek Indra
- Amanda
- Andy Shi Jin
- Ang Chee Wee
- Ang Siew King
- Angela Koh Ser Mui
- Anita Goh
- Arina Ong Yen Lin
- Ashley
- Ayumi Matsuba
- Ben Hun
- Chao Wei
- Chaow Goon Mun
- Cheah Ji Hui
- Chee Shui Chin, Valerie
- Cheong Yong Hui, Jelene
- Cheong Zhe Yen, June
- Chew Siew Kuan
- Chia Jia Lin
- Chiang Soo Ling
- Chin Sing
- Chong Khee Fah
- Chong Mei Ling
- Choo Boon Beng Edmund
- Chou Wen Yu
- Chris Chan
- Chua Ai Leng
- Chua Kee Hui, James
- Chua Lay Cheng
- Chua Phark Wee
- Chua Sook Ping Christina
- Chua Wei Wei
- Chua Xu Yuan
- Clara Wong Zuo Ke
- Curtis Lee Tong Cheong
- Daniel Wang
- Danny Ong Kok Keong
- Desmond Loh Tse Yang
- Dexter
- Doris Wu Pey Yiing
- Evelyn Lee Soo Min
- Evonne
- Exodus Lim Yu Xian
- Fan Yip Fai
- Felicia Firdaus
- Fong Jenny Ma
- Foo Yen Huey
- Funny @ Au Kwai Wah
- Gek Keow
- Goh Bao Hua
- Goh Hock Guan
- Goh Jee Mui
- Goh Jia Zhi
- Goh Lay Kian Josephine
- Greta Edna
- Han Xiuwen
- Han Zar Oo
- Hawa
- Heng Mok Kwee Derrick
- Henry Tano
- Ho Chai Ling
- Ho Shen Yuan
- Hoe Mim Ying Lindy
- Hong Na
- Hoon Poh Ng
- How Mei Kuen
- How Qi En
- Huang Miaw Yi
- Hui Lin
- Hui Ping Goh
- Hun Heng Derrick
- Ivana Ong
- James Wong Seow Boon
- Janet Low
- Jason
- Jia En Andrew
- Joshua Lee Kai Sheng
- Jumirah Binte Mohamed Taufik
- June Starine
- Justin Ng
- Justin Ng Jin Yiu
- Kailing Calyn
- Kam Chee Tat
- Karen Leong Q C
- Karen Toh
- Kee Poh Lu
- Klarinda Gunadi Widjanarko
- Koh Hee Moi
- Koh Shern-Ling
- Kwan Wei Meng, William
- Kwok Fung Kuen Brenda
- Lai Chun Cheung Jeffrey
- Lai Shu Hui
- Lau Sie Yer
- Law Kah Yan

- Law Sing Yee
- Lee Kwee Jin
- Lee Pei Zhen
- Lee Poo Nee
- Lee Siu Li
- Lee Wen Chai
- Lee Yi Song, Clarence
- Lee Yoke Peng
- Leng Chin Fai
- Leng Siok Fun
- Leong Kwong Kin Kelvin
- Leong Sheu Sheng
- Leong Suet Fen
- Leuven Kim Kwi Cher
- Li Wei Adele
- Liang Chen Seng
- Liew Fu Jian
- Lim Ai Khuan
- Lim Ai Leng
- Lim Cheau Fang
- Lim Guan Seng
- Lim Kim Fook
- Lim Lee Cheng
- Lim Poh Chin
- Lim Teck Chai, Danny
- Lim Tse Min
- Lim Wei Loong
- Lin Shuzhen, Susan
- Ling Koon Hwai
- Liow Ee Jun
- Loh Ka Leong
- Lou Yung Agnes
- Louise
- Low Chun Meng
- Low Luolin
- Lun Jinglan
- Madelene Seah Mui Ching
- Marcus Lim Yee Yong
- Michelle Buan Mei Ling
- Moh Kok Heng
- Mok Chee Keong
- Neo Khoon Sheng
- Neo Lee Inn
- Neo Yee Ann
- Ng Aik Hoe
- Ng Ling Yen
- Ng Soh Koon
- Nur Aisyah Binte Mazlan
- Oh Ren Min
- Ong Li Peng Shannon
- Ong Lih Yenn
- Ong Yeow Chon
- Ong Zong Yi, Bryan
- Ong Zonghao
- Pepsi Zewet
- Phua Yinshen Alice
- Quah Saw Han
- Rachel Nam Joo
- Rachel Shock Xin
- Rae Ong
- Regina Lim Sin Chiat
- Rick Tan
- Sam Yong Heng
- Sandra
- Sarah Ng Jie-Ling
- Seah Jade Wei
- Seah Kian Kai
- Shawn Teo Yeow Meng
- Shee Gim Leng
- Shelley Khoo Feng Ni
- Shirley Hoo Sok Kuan
- Shu
- Sia Chen Cheong
- Sia Meng Juan
- Sim Hong Ho
- Sim Kwee Chuan
- Sin Wee Leng
- Sng Mo Sheng Esmonde
- Sow Yun Ying
- Su Khin Khin Htet
- Tam Mee Ling
- Tan Chan Tong
- Tan Chee Hui
- Tan Gee Wai
- Tan Heng Bing Nataline
- Tan Heng Hau
- Tan Hwee Peng
- Tan Joon How
- Tan Kah Ming
- Tan Meng Liang
- Tan Shu Yi Cindy
- Tan Su Fen Agnes
- Tan Wee Siang
- Tan Wee Teck Raymond
- Tan Wei Lun
- Tan Wei Quan
- Tan Yi Hong
- Tan Yuh Huann
- Tang Ka Him
- Tang Li Jen
- Tang Teng Yang
- Tay Chai Chin
- Tay Soon Lee, Andy
- Tee Yann Hoon
- Ten Zhi Yong
- Teo Wee Teck
- Thoo Jia Wei
- Ting Jian Liang
- Toh Boon Shing
- Tong Jia Yun
- Vennesa Loh
- Vernise
- Veronica Siew Yim
- Viviene Leaw Pik Li
- Wan Rui Jie, Erwin
- Wee Min Yu
- Wei
- Wei Chao
- Wei Loong
- Wei Zhuang, John
- Winson Fang Wira Hasbono
- Winston Tay Wee Hua
- Wong Jing Hui
- Wong Kai Shi
- Wong Lay Cheng
- Wong Suay Meng
- Wong Yi Lyn Kyra Anne
- Wong Ying Yi, Kristie
- Yang Tuck Loong
- Yap Gui Yong
- Yap Puei Fong Veron
- Yeo Seng Teck
- Yip Fai
- Yong Kai Ming
- Yong Wei Lin
- Yue Si Min, Samantha
- Zaihan Mohamed Yusof
- Zhichao Clement
- Zhuang Zheshen

Corporate Social Responsibility (CSR) Activities

We are grateful to our corporate partners and volunteers who supported our seniors, children and families from FYCS and FYFSC during the year. Through outings, festive celebrations and centre-based activities, they volunteered their time and contributed resources to create opportunities for participants to gather, try new experiences and celebrate important occasions together with them.

Fei Yue Celebrates SG60 with Rajah & Tann Singapore LLP

Held in partnership with Rajah & Tann Singapore LLP in celebration of SG60, the event brought together seniors from Fei Yue AACs at Holland Close, Hougang and Teck Whye, as well as children from Fei Yue EIPIC centres.













Rheem x Fei Yue Active Ageing Centre (Teck Whye)

On 23 May 2025, Fei Yue Active Ageing Centre (Teck Whye) partnered Rheem for a celebration marking Rheem's 100th anniversary, Parents' Day and the May birthdays of seniors at the centre.



Together We Celebrate SG60 with Paeonia Group

On 19 July 2025, Fei Yue and Paeonia Group came together to host "Together We Celebrate SG60", a celebration of Singapore's 60th birthday with the seniors of Choa Chu Kang.

Held at the multi-purpose hall at Block 813, the celebration brought together 60 seniors and 16 volunteers. Mr Jeffrey Siow, Acting Minister for Transport and Senior Minister of State for Finance, joined in on the festivities.



Singapore Aerospace Manufacturing x Fei Yue: Gardens by the Bay Outing

On 29 July 2025, eight volunteers from Singapore Aerospace Manufacturing supported an outing to Gardens by the Bay for 35 seniors, five of which are frail, accompanied by their caregivers.

The outing gave participants an opportunity to visit the gardens and spend time together outside the centre.



Chick-fil-A x Fei Yue Active Ageing Centre (Limbang Green)

On 16 October 2025, Fei Yue Active Ageing Centre (Limbang Green), with support from Chick-fil-A, organised an outing to the Singapore Oceanarium for 40 seniors, including four frail participants.

Twelve volunteers accompanied the seniors during the visit to provide support throughout the outing.



SGX x Fei Yue Active Ageing Centre (Brickland)

On 14 January 2026, Fei Yue Active Ageing Centre (Brickland) partnered SGX through the SGX Cares Bull Charge initiative for an afternoon of activities with seniors at the centre. Twenty-one volunteers took part in the session, engaging 60 seniors.



Ministry of Foreign Affairs x Fei Yue Active Ageing Centre (Hougang)

On 15 January 2026, Fei Yue Active Ageing Centre (Hougang) partnered the Ministry of Foreign Affairs for a Chinese New Year engagement session.

Twenty-four volunteers spent the afternoon with 20 seniors through festive activities and conversation.



Volunteer Management and Development

FYCS and FYFSC recruited a total of 10,841 volunteers during the year, of which 8,577 were onboarded through the SG Cares Volunteer Centres (VC) programme. Volunteer engagement across the four centres was strong, with 1,626 volunteers at SG Cares VC @ Bukit Batok, 2,132 at Bukit Panjang, 2,199 at Chua Chu Kang and 2,620 at Hougang. Volunteers contributed a total of 72,310.43 service hours during the year, with a reported retention rate of 94%.

Together with the four SG Cares VCs, Fei Yue continued its volunteer outreach and recruitment efforts. We partnered with various corporations, educational institutions and community groups to organise CSR initiatives across our service touchpoints. Volunteer initiatives that responded to specific community needs were also developed, including language support for seniors and digital learning opportunities for seniors and children.

One such initiative was the Our Voices Project, a collaboration with the Ministry of Digital Development and Information's National Translation Committee. Following a sharing session for 80 citizen translators, Fei Yue recruited 31 volunteers proficient in mother tongue languages. They supported befriending and centre-based programmes at Fei Yue Active Ageing Centres, helping staff engage seniors who were more comfortable communicating in these languages.

SG Cares VC @ Bukit Batok, Bukit Panjang and Chua Chu Kang also partnered Open Government Products to conduct ChatGPT workshops for seniors from the Tzu Chi Seniors Engagement & Enabling Node (Bukit Batok). Staff volunteers introduced participants to basic concepts of artificial intelligence, everyday applications and potential risks, as well as ways to stay safe online.

Volunteers also facilitated a Canva workshop for children from Big Heart Student Care Centre at Unity Primary School, where participants designed postcards and learnt digital skills that they could apply in school projects and presentations.



Disclosure Report

Fei Yue Family Service Centre (FYFSC) was registered under the Registrar of Society on 16 July 1994 and was registered as a charity under the Charities Act since 4 November 1995. The agency has been accorded IPC (Institution of a Public Character) status and is a full member of National Council of Social Service.

Charity Status

IPC Registration No. : 000276
Charity Registration No. : 01030
ROS Registration No. : 174/1993WEL
UEN : S94SS0031G
Registered Address : Blk 185 Bukit Batok West Ave 6 #01-187 Singapore 650185
Governing Instrument : Constitution
Banker : OCBC, Standard Chartered, UOB
Auditor : RSM SG Assurance LLP

Board of Management

The key role of the Board of Management is to provide strategic direction and oversight of FYFSC's programmes and objectives and to steer the charity towards fulfilling its mission and vision through good governance. The Board of Management also forms Sub-Committees with specific functions to assist in the discharge of its duties. No Board members hold the staff position and are remunerated for their Board services in the financial year.

We are maintaining Board members who have served for more than 10 consecutive years to ensure the board's stability and minimise possible disruption to the operation. They play an important role in guiding the new members and helping them adapt to our organisational culture. The areas of their expertise are needed in our current board composition.

The Nomination Committee was formed in February 2023 to take the lead in succession planning. The committee is tasked to review the current structure, size, and composition of the board, to identify potential candidates, and nominate them to serve on the relevant sub-committees or the main Board. The committee also conducts evaluations to assess the board's effectiveness, recommends appropriate actions to address any shortcomings, and suggests suitable training programmes to equip both the existing and new Board members.

Details of the Board members including their meeting attendance are as follows:

	Name	Current Board Appointment	Past Board Appointment	Occupation	Board Meeting Attendance
1	**Mrs Seah Kheng Yeow**	President 27 Aug 2024	Vice President since 28 Mar 2008.	• Freelance Consultant • Adult educator with SSI • Former Master Practice Leader • Held leadership positions in Fei Yue Family Service Centre & PAVE • More than 25 years of experience in providing counselling services and clinical supervision	4/5
2	**Mr Chong Shaw Cheng David**	Vice President 27 Aug 2024	Committee Member since 26 Jul 2016	• CEO of Eastwin8 Pte Ltd & Eastwin Capital Pte Ltd • Held leadership positions over 30 years in medium and large private and publicly listed companies as Chief Executive Officer, Executive Director, Financial Controller, Chief Financial Officer and Chief Operating Officer • Vast experience in international financial management, auditing, business development, internal control and corporate governance	5/5
3	**Mr Yek Nai Hui Roger**	Treasurer 27 Aug 2024	• Treasurer, 6 Sept 2022 • Secretary, 29 Sept 2020 • Treasurer, 21 Aug 2018	• Director of Lawrence Chua Practice LLC • Extensive experience in Criminal Litigation and specialises in Civil Litigation • Director of Pacific Sun Holdings Pte Ltd • Director of Sinmill Singapore Pte Ltd	4/5
4	**Mr Lee See Kwang**	Secretary 27 Aug 2024	• Secretary, 6 Sept 2022 • Treasurer, 29 Sept 2020 • Secretary, 21 Aug 2018	• Optometrist of Mr Eyewear • Actively involved in providing community eye care services, such as providing free eye test and spectacles for underprivileged families	3/5
5	**Mr Pan Chuan-Chih George**	Committee Member 27 Aug 2024	Committee Member since 24 Aug 2017	• Managing Director of 3GP Solutions Pte Ltd • Independent Director for listed company 2016 to 2020 • Held senior positions and directorships in multinational organisations for more than 20 years	2/5
6	**Mr Lee Chin Seng**	Committee Member 27 Aug 2024	Committee Member since 21 Aug 2018	• Senior Accredited Board Director of The Singapore Institute of Directors • Board Mentor of Criticaleye, UK • Chair, People & Culture Board Committee, Food Bank Singapore. • Affiliated Faculty of SMU Academy/ Executive Development • Former Regional VP (People & Organisation) of Royal Canin (Mars Incorporated)	5/5

	Name	Current Board Appointment	Past Board Appointment	Occupation	Board Meeting Attendance
7	**Mr Tan Hoon Chiang**	Committee Member 27 Aug 2024	Committee Member since 21 Aug 2018	• Former Chief Information Officer of National Institute of Education of NTU • Sound experience in ICT innovation and strategic planning and implementation • Years of experience in ICT System Integration over wide area of Government and private sector • Substantial regional exposure in multiple countries including providing National Consultant in ICT planning for the Kingdom of Bhutan • Former Head and Consultant of Singapore's first Disaster Recovery Center and centers in other regional area	4/5
8	**Ms Ang Lee Lee**	Committee Member 27 Aug 2024	Committee Member since 21 Aug 2018	• Managing Director of ACC-Link Mgmt Consultant PL • Chartered Accountant and Accredited Tax Advisor • More than 30 years of experience in a mix of Entrepreneurship, Business Development, Strategic Alliances, Business Operations, Staff Training & Development, Finance, Taxation and HR functions	4/5
9	**Dr Ang Shih Ling**	Committee Member 27 Aug 2024	Committee Member since 29 Sept 2020	• Principal Resident Physician of Tan Tock Seng Hospital	4/5
10	**Rev Tan Yan Ming**	Committee Member 27 Aug 2024	Newly elected on 27 Aug 2024	• Senior Pastor, God's Kingdom Bread Of Life Church • Speaker and mentor for couples in Marriage Preparation and Enrichment programmes at Fei Yue, with many years of dedicated service	4/5

Sub-Committee Members

HR Committee			
1	**Dr Thang Leng Leng**	Chairman	The HR Committee is responsible to guide the human resource development strategy to ensure the organization has the right structure and capabilities to fulfill the Mission of Fei Yue.
2	**Mrs Seah Kheng Yeow**	Member	
3	**Mr Pan Chuan-Chih George**	Member	
4	**Mr Lee Chin Seng**	Member	
5	**Mr Chong Shaw Cheng David**	Member	
6	**Ms Dorothy Yiu**	Member	
7	**Mr Arthur Ling Koon Hwai**	Member	
8	**Mr Leng Chin Fai**	Member	
9	**Ms Lim Lay Muay Lynn**	Member	

Finance Committee			
1	**Mr Yek Nai Hui Roger**	Chairman	The Finance Committee is responsible to set out and review the accounting and financial policies and guidelines to be applied in the processing and recording of transactions for the organisation.
2	**Mr Lee See Kwang**	Member	
3	**Ms Ang Lee Lee**	Member	
4	**Mr Ng Beow Hock**	Member	
5	**Mr Poh Boon Nee Bernie**	Member	
6	**Mr Ling Koon Hwai Arthur**	Member	
7	**Mr Leng Chin Fai**	Member	

Investment Committee			
1	**Ms Lie Chin Chin**	Chairman	The Investment Committee is responsible to direct and monitor the investment of the assets of the charity for the sole interest of the beneficiaries.
2	**Mr Chong Shaw Cheng David**	Member	
3	**Mr Anthony Tse**	Member	
4	**Mr Ling Koon Hwai Arthur**	Member	
5	**Mr Leng Chin Fai**	Member	
6	**Ms Aw Lay Hoon**	Member	

Programme Committee			
1	**Dr Lee Earn Yung Alexander**	Chairman	The Programme Committee is responsible to review the social service landscape and evaluate risks and opportunities. The committee assessed the outcomes of existing programmes and oversee the development of the new programmes to ensure that they are in line with the vision, mission and objectives of the organisation.
2	**Dr Thang Leng Leng**	Chairman	
3	**Mr Lee See Kwang**	Member	
4	**Mr Poh Boon Nee Bernie**	Member	
5	**Mrs Seah Kheng Yeow**	Member	
6	**Dr Ang Shih Ling**	Member	
7	**Dr Lew Yii Jen**	Member	
8	**Mr Ling Koon Hwai Arthur**	Member	
9	**Mr Leng Chin Fai**	Member	
10	**Ms Tan Dunlin Joyz**	Memebr	
11	**Ms Lin Liping Iris**	Member	
12	**Ms Wong Yingli**	Member	
13	**Ms Lee Siang Ju**	Member	

Audit Committee			
1	**Mr Cheong Jun Ming Mervyn**	Chairman	The Audit Committee is responsible to facilitate the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities.
2	**Ms Lie Chin Chin**	Member	
3	**Mr Pan Chuan-Chih George**	Member	
4	**Mr Lee Chin Seng**	Member	
5	**Mr Anthony Tse**	Member	

Fundraising Committee			
1	**Mr Poh Boon Nee Bernie**	Chairman	The Fund-raising Committee is responsible to oversee the organisation's overall fund-raising needs and plan, ensuring ethical practices are in place, donors are acknowledged appropriately, and fund- raising efforts are cost-effective.
2	**Mr Pan Chuan-Chih George**	Member	
3	**Ms Lie Chin Chin**	Member	
4	**Mr Lee See Kwang**	Member	

Nomination Committee			
1	Mr Chong Shaw Cheng David	Chairman	The Nomination Committee is responsible to take the lead in succession planning and ensuring the Board has an appropriate balance of independent Board members and the needed diversity, expertise and connections to fulfil Fei Yue's objectives.
2	Dr Thang Leng Leng	Member	
3	Mrs Seah Kheng Yeow	Member	
4	Mr Pan Chuan-Chih George	Member	
5	Mr Ling Koon Hwai Arthur	Ex Officio	
6	Mr Leng Chin Fai	Ex Officio	

Pastoral Care Committee			
1	**Rev Tan Yan Ming**	Chairman	The Pastoral Care Committee is responsible to ensure that Fei Yue's missional intent and pastoral care ethos are upheld in a manner that supports clients, staff, and the wider community. It guides the organisation in embedding values-based care, emotional–spiritual support systems, and pastoral practices consistent with Fei Yue's mission.
2	**Mrs Seah Kheng Yeow**	Member	
3	**Dr Lee Earn Yung Alexander**	Member	
4	**Mr Arthur Ling**	Member	
5	**Mr Leng Chin Fai**	Member	

Senior Management Team

	Name	Appointment	Appointment
1	**Mr Ling Koon Hwai Arthur**	Chief Executive	1 July 2021 Appointed as SM on 1 July 2013
2	**Ms Lim Lay Muay Lynn**	Director	Appointed on 1 Jul 2003
3	**Ms Aw Lay Hoon**	Director	Appointed on 1 Jul 2007
4	**Ms Lin Liping Iris**	Director	Appointed on 1 Jul 2014
5	**Ms Tan Dunlin Joyz**	Director	Appointed on 1 Jul 2018
6	**Ms Wong Yingli**	Senior Deputy Director	Appointed on 1 Jul 2021
7	**Ms Yeo Hsuyin Marie**	Senior Deputy Director	Appointed on 1 Jul 2024
8	**Mr Tan Wee Teck Raymond**	Director	Appointed on 1 Jul 2025

Disclosure of Affiliation

FYFSC is affiliated with Fei Yue Community Services (FYCS). Both agencies are led by the same Senior Management Team and share certain common Management Committee members. The names and positions of the members who are also on the FYCS Management Committee are listed in the table below:

	Name	Appointment at FYCS
1	**Mr Chong Shaw Cheng David**	Management Committee Member
2	**Mr Tan Hoon Chiang**	Management Committee Member
3	**Mr Pan Chuan Chih George**	Vice President
4	**Rev Tan Yan Ming**	Management Committee Member
5	**Dr Ang Shih Ling**	Management Committee Member

Disclosure of Remuneration of Three Highest Paid Staff

The annual remuneration of the three highest-paid staff falls within this range:

Remuneration Band	Number of Staff
Between $100,000 to $200,000	1
Between $200,001 to $300,000	2

None of the above staff serve in the Board of Management of the agency.

Number of paid staff who are close members of the family of Chief Executive or Board Members:

Remuneration Band	Number of Staff	Name of the Chief Executive or Board member with whom the staff is a close family member
Between $50,000 to $150,000	0	
Between $150,000 to $300,000	0	

None of the above staff serve in the Board of Management of the agency.

Staff strength (As at 31 March 2025):

213
staff

Policies

a. **Conflict of Interest**
Procurement of contracts for goods and services should be on an arm's length basis. All Board Members and FYCS staff are required to comply with FYCS's conflict of interest policy. There are documented procedures for Board Members and staff to declare actual or potential conflicts of interests on a yearly and need-to basis. Board Members abstain and do not participate in decision-making on matters where they have a conflict of interest.

b. **Reserve Policy**
FYCS aims to maintain a reserve level of not more than two (2) years of annual operating expenditure. The primary purpose of the reserve policy is to safeguard the organisation's assets; to effectively and efficiently manage the usage of available resources towards supporting the organisation's principal and related activities, and ensuring long-term financial sustainability. The Management Committee shall review the reserves policy as and when required in consultation with the Finance Committee to ascertain the adequacy of the level of reserves.

c. **Whistle Blowing Policy**
FYCS is committed to a high standard of compliance with statutory and audit requirements, as well as financial and internal controls. In line with this commitment, FYCS's Whistle Blowing policy aims to promote responsible and safe whistle blowing by its employees without fear of adverse consequences such as discrimination, retaliation or harassment.

Governance Evaluation Checklist for the Financial Year Ended 31 March 2026

Fei Yue Family Service Centre is in full compliance with the Charity Code of Governance, under the advanced tier.

S/N	Code Description	Code ID	Compliance
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
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 re appointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/ she stepped down as Treasurer.	2.6	Yes

S/N	Code Description	Code ID	Compliance
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/ she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 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	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.	2.9d	Yes
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the 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

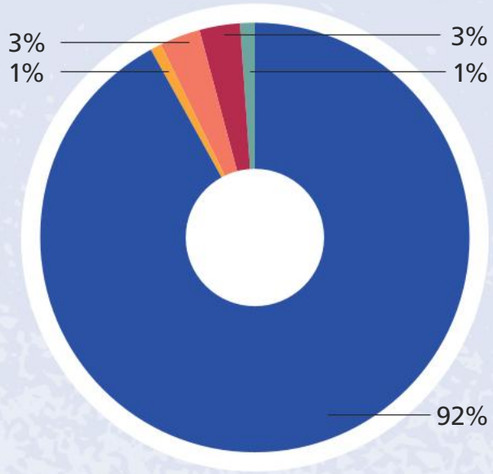
S/N	Code Description	Code ID	Compliance
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (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
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer Management*; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
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
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. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

Summary of Financial Performance

Income & Expenditure

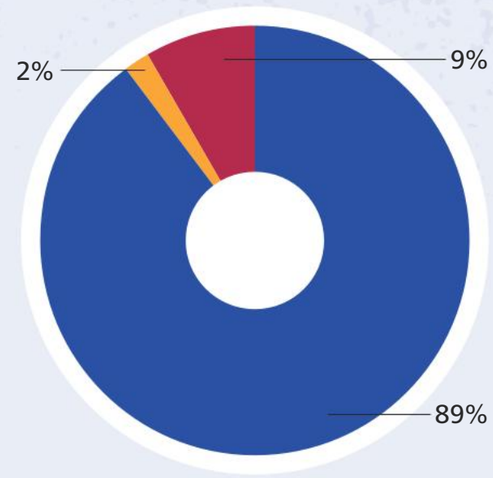
Total Income (S$)

	Per FS
Funding from Government	20,237,231
Donations	178,808
Programme Income	621,354
Other Grants	622,447
Other Income	385,183
	22,045,023



Total Expenditure (S$)

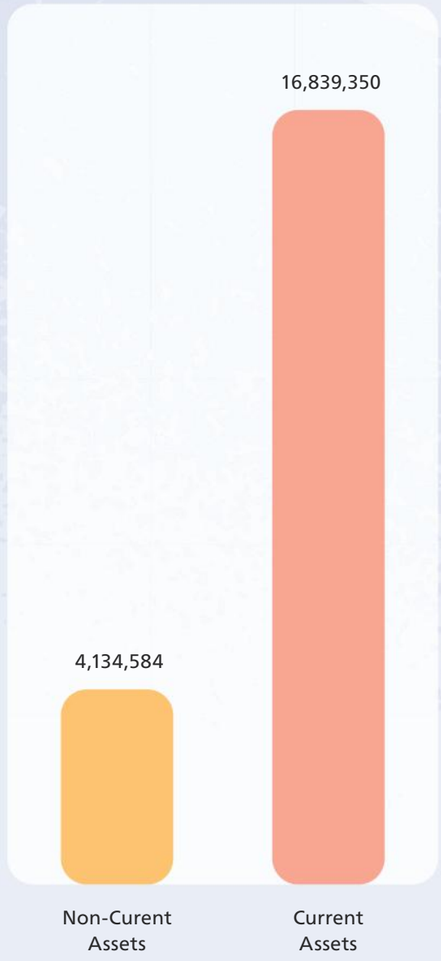
	Per FS
Manpower Related Expenditure	19,884,137
Depreciation	547,830
Other Operating Expenditure	2,070,919
	22,502,886



Balance Sheet

Total Assets (S$)

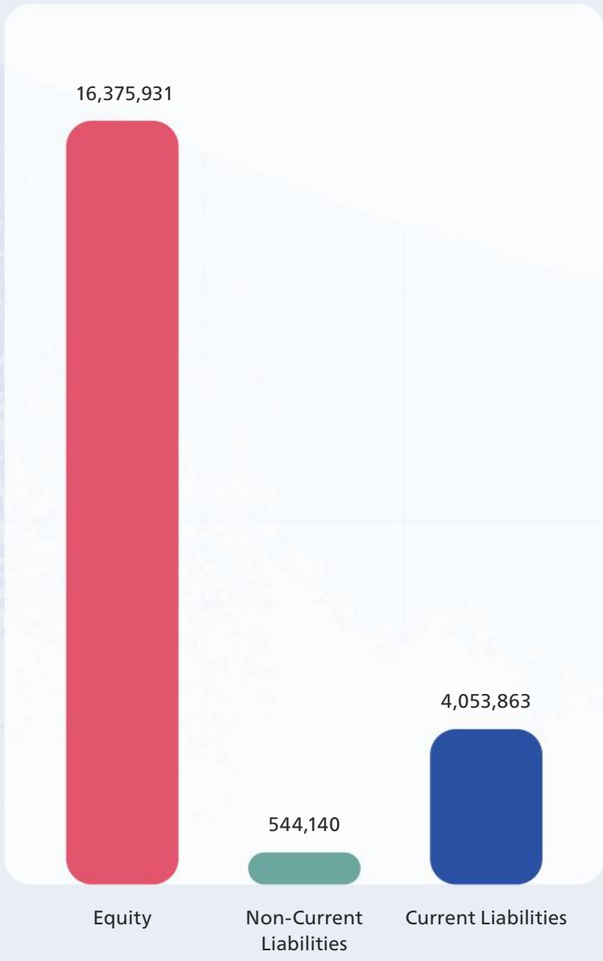
20,973,934



Funds and Liabilities

Total Equity and Liabilities (S$)

20,973,934



Locations

North

Family Service Centre (Champions Way)
Blk 569B Champions Way #01-380
Singapore 732569
Tel: 6690 1000

West

Fei Yue Active Ageing Centre (Bukit Batok)
Blk 183 Bukit Batok West Ave 8 #01-101
Singapore 650183
Tel: 6561 4404

Fei Yue Active Ageing Centre (Bukit Batok Branch)
Blk 210A Bukit Batok Street 21 #01-294
Singapore 651210
Tel: 6563 3662

Fei Yue Family Service Centre (Bukit Batok)
Blk 185 Bukit Batok West Ave 6 #01-187
Singapore 650185
Tel: 6569 0381

Fei Yue Family Service Centre (Bukit Batok West)
Blk 450B Bukit Batok West Avenue 6 #01-611
Singapore 652450
Tel: 6569 0381

Fei Yue Family Service Centre (Choa Chu Kang)
Blk 280 Choa Chu Kang Ave 3 #01-360
Singapore 680280
Tel: 6762 5215 / 6771 9520

Fei Yue Family Service Centre (SSO@Taman Jurong)
301A Corporation Drive
Singapore 619773
Tel: 6267 2900

Fei Yue Family Service Centre (Yew Tee)
Blk 604 Choa Chu Kang St 62
#01-53
Singapore 680604
Tel: 6416 2162

HEART@Fei Yue (Choa Chu Kang)
Blk 422 Choa Chu Kang Ave 4 #01-232 - 234
Singapore 680422
Tel: 6513 8719

Central

Fei Yue Active Ageing Centre (Holland Close)
Blk 1 Holland Close #02-115
Singapore 271001
Tel: 6774 4044

Fei Yue Active Ageing Centre (Holland Close Branch)
Blk 107 Commonwealth Crescent #01-230
Singapore 140107
Tel: 6471 2022

HEART@Fei Yue (Enabling Village)
20 Lengkok Bahru Blk B #03-02
Enabling Village
Singapore 159053

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