

# 2025 ANNUAL REPORT



**Empowering Change,  
Shaping Inclusive Futures**

Guide Dogs Singapore Ltd (GDS)  
Annual Report 2024/2025

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# GUIDE DOGS SINGAPORE PTE LTD

## Annual Report From 1 December 2024 to 30 November 2025

Guide Dogs Singapore Ltd (“GDS”) was incorporated as a company limited by guarantee on 12 March 2003, and was later registered as a charity under the Charities Act in FY 2008 on 1 September 2008.

GDS uses the Memorandum and Articles of Association as its governing instrument.

We have been accorded an Institution of a Public Character (IPC) status from 01/03/2025 to 30/04/2027.

We are a full member of the National Council of Social Service (NCSS) and the International Guide Dog Federation (IGDF).

All currency is presented in Singapore Dollars (SGD), unless otherwise stated.

|                             |                                                                   |
|-----------------------------|-------------------------------------------------------------------|
| <b>Unique Entity No.</b>    | : 200302260G                                                      |
| <b>Charity Registration</b> | : 002116                                                          |
| <b>Registered Address</b>   | : 50 South Bridge Road, CMO Building,<br>#03-00, Singapore 058682 |
| <b>Main Office</b>          | : 20 Sin Ming Lane, Midview City,<br>#02-53, Singapore 573968     |

**Advisor:** Amos Miller (Ex-Chairman of GDS & a Guide Dog User),  
Founder and CEO at Glidance Inc

**Bank:** DBS Bank Limited

**Auditor:** Tan, Chan & Partners

**Company Secretary:** Mr. Samuel Yuen Wei Loon  
(Date appointed: 10 January 2014), Yuen Law LLC



# ABOUT GUIDE DOGS SINGAPORE LTD (GDS)

Guide Dogs Singapore Ltd (GDS) is a registered charity and a leading social service agency that serves the blind and visually impaired community in Singapore. Founded in 2006, we are dedicated to enhancing the quality of life for individuals with vision impairment, empowering them to live independently and integrate into society. Our services go beyond guide dogs—we offer a comprehensive range of rehabilitation programmes, including mobility training, assistive technology support, and life skills development, ensuring a holistic approach to empowerment and inclusion.

## **Our programmes and services include:**

-  Orientation & Mobility (O&M) Training
-  Independent Living Skills Training
-  Guide Dog Programme
-  Accessibility & Technology
-  Casework & Counselling
-  Client-Centric Services
-  Outreach & Advocacy

As of 30 November 2025, we have served 922 clients and have been responsible for successfully training and pairing 14 guide dog teams in our history, of which 9 are currently active. A steadily increasing number of potential clients have also joined our waitlist for a guide dog pairing.

## VISION

An inclusive society where every blind and vision impaired person is empowered for independent living.

## MISSION

We are dedicated to helping blind and vision impaired persons achieve their fullest potential within society.

## GOAL

To build a world-class organisation providing excellent service quality and lifelong support to the blind and vision impaired community.

## OUR VALUES

-  **Empowerment** To enable the blind and vision-impaired community to realise their potential and aspirations.
-  **Dedication** To promote the interests of the blind and visually impaired community through close and dedicated partnerships with our stakeholders.
-  **Inclusiveness** To promote inclusiveness amongst the society towards the blind and low vision community.
-  **Accountability** To always act with accountability and transparency in the course of our work.



## PATRON'S MESSAGE

FY2025 was a milestone year for Guide Dogs Singapore Ltd (GDS). Its accreditation by the International Guide Dog Federation (IGDF) as the 100th organisation worldwide affirms that the organisation has met internationally recognised standards in guide dog training, client care, and animal welfare. This achievement reflects GDS's sustained commitment to professionalism, quality, and accountability, and places it within a respected international community dedicated to service excellence.

Beyond institutional achievements, the year also saw meaningful progress in the lives of those whom GDS serves. The formation of another new guide dog team has improved the safety and efficiency of daily travel for a client commuting independently to work. At the same time, GDS expanded its Orientation and Mobility (O&M) training capacity to meet the growing demand for independent travel skills, underscoring the organisation's commitment to enabling persons with visual impairment to live with greater confidence and independence. Investments in professional capability, including the training of a second Guide Dog Mobility Instructor and two Assistant O&M Specialists, have also positioned GDS well to meet future needs.



I commend the Board, management, staff, volunteers, and partners of Guide Dogs Singapore for their dedication and perseverance. Their efforts continue to demonstrate how thoughtful leadership and sustained commitment can translate into lasting impact for individuals and communities alike.

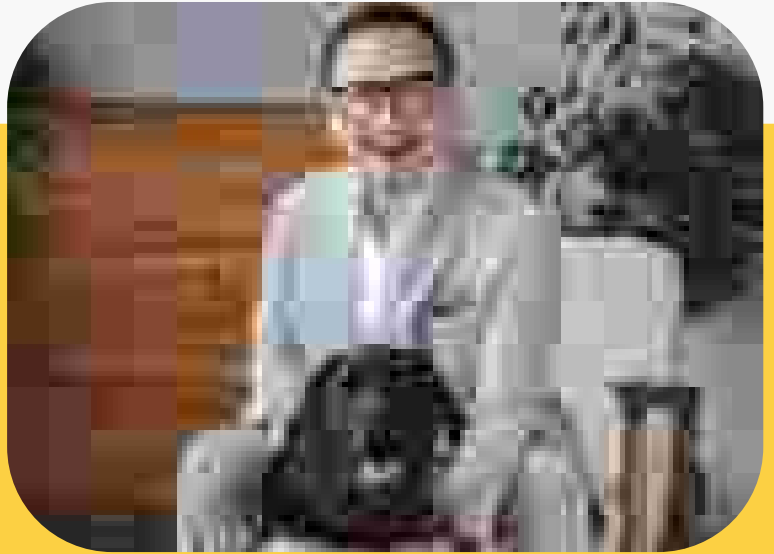
As a small, self-funded charity, GDS relies on the continued support of individuals, partners, and the wider community, and I encourage all who share this commitment to inclusion to support its work.



**Tommy Koh**

Ambassador-At-Large,  
Ministry of Foreign Affairs  
Patron,  
Guide Dogs Singapore Ltd





## CHAIRMAN'S MESSAGE

FY2025 marked a defining chapter in Guide Dogs Singapore's journey, one shaped by steady progress, renewed capability, and a landmark achievement that reflects more than a decade of dedication. In a landscape where the needs of persons with vision impairment continue to evolve, we remained focused on building quality, capacity, and trust, while advancing our mission with purpose and care.

This year, GDS became the 100th organisation worldwide to be accredited by the International Guide Dog Federation (IGDF). This milestone affirms our long-standing commitment to internationally recognised standards in client care, dog welfare, and professional excellence. More importantly, it serves as a responsibility to ensure that every partnership we build and every service we deliver continues to meet the highest benchmarks of quality and integrity.

At the heart of our work are the individuals we serve. In May 2025, we celebrated the graduation of our fourteenth guide dog team, Manabu and Momo. Their partnership reflects the powerful outcomes that emerge when structured training, trust, and long-term support come together. Stories like Manabu's remind us that independence is not achieved overnight, but carefully cultivated through consistent effort and belief in potential.

We also laid important groundwork for the future. The return of our second Guide Dog Mobility Instructor, following the completion of her overseas training, strengthens our capacity to expand the Guide Dog Programme sustainably. Alongside the growth of our Vision Rehabilitation Programme and Orientation and Mobility team, these developments ensure that we are equipped to support a wider spectrum of client needs while maintaining service excellence.





Beyond our core programmes, we continued to invest in outreach, education, and partnerships. Through public engagement initiatives, professional collaborations, and awareness-building efforts, we worked closely with communities, service providers, and sector partners to foster greater understanding and inclusion. These efforts are essential in shaping an environment where persons with vision impairment can navigate daily life with dignity and confidence.

None of this progress would have been possible without the strong support of our staff, volunteers, donors, and partners. On behalf of the Board of Directors and staff, thank you for your continued trust. Your commitment enables us to sustain our work and deepen our impact in a climate where resources must be used thoughtfully and purposefully.

As we look ahead, we remain guided by the same principles that have brought us this far: service excellence, accountability, and a steadfast belief in the capabilities of the people we serve. The journey towards a more inclusive society continues.

Together, we move forward with purpose and resolve.



**Dr. Wong Hon Tym**  
Chairman,  
Guide Dogs Singapore Ltd



# BOARD OF DIRECTORS

GDS is governed by a Board, responsible for overseeing and managing the charity's strategic direction and corporate governance. GDS is also headed by a General Manager.

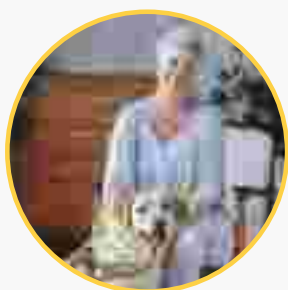


## A/Prof Wong Hon Tym

-  GDS Chairman (10 Jan 2017 - Current)
-  GDS Treasurer (28 Dec 2022 - 29 May 2023)\*
-  GDS Director (25 Jul 2013 - 09 Jan 2017)

*\*Dr Wong assumed the role of Treasurer from 28 December 2022 to 29 May 2023 when Dr. Trina Tan relinquished her role.*

-  Clinical Director  
Centre for Healthcare Innovation (CHI)
-  Senior Consultant  
Dept of Ophthalmology, Tan Tock Seng Hospital (TTSH)



## Ms. Shirley Patricia Sutton (Lee)

-  GDS Vice Chairperson (10 Jan 2017 - Current)
-  GDS Director (13 Aug 2012 - 09 Jan 2017)

-  Director  
Dynamic PR & Events



## Mr. Matthew St Clair Whittall

-  GDS Treasurer (29 May 2023 - Current)
-  GDS Director (17 Apr 2023 - 28 May 2023)

-  Independent Consultant/Director  
Mining Strategies Limited



### Dr. Tan Hwei Lan

 GDS Director (23 Apr 2007 - Current)

 Assistant Professor  
Health & Social Sciences  
Singapore Institute of Technology



### Dr. Trina Tan Li Lian

 GDS Director (13 Feb 2017 - Current)

 GDS Treasurer (06 Sep 2021 - 28 Dec 2022)

 Senior Lecturer  
Republic Polytechnic



### Mr. Shum John Dominic Tze-Juen

 GDS Director (28 Jan 2020 - Current)

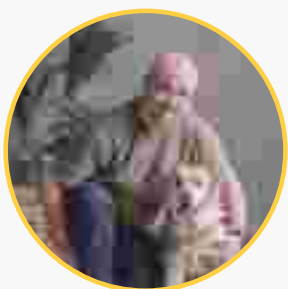
 Partner  
Mallesons LLP



### Mr. Isaac Poh Ken Leong

 GDS Director (20 Apr 2023 - Current)

 Asia Pacific Head of Digital Marketing  
Schroders

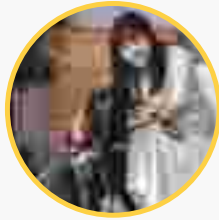


### Dr. Jeremy Lee Yang

 GDS Director and Veterinary Advisor (15 May 2024 - Current)

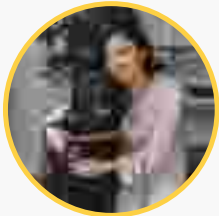
 Veterinarian  
The Animal Clinic

# STAFF MEMBERS



**Vanessa Loh**  
General Manager  
(since 02 June 2014)

## COMMUNITY PARTNERSHIP



**Eileen Koh**  
Head of  
Community Partnership



**Wee Yan Hong**  
Executive,  
Community Partnership



**Ashley Koh**  
Executive,  
Community Partnership

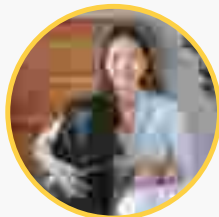


**Sandy Ng**  
Admin & Accounts  
Executive

## CLIENT SERVICES



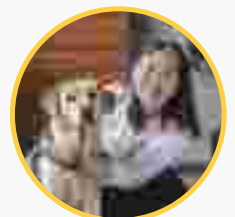
**Melody Deng**  
Head of Orientation  
& Mobility Services



**Simone Oh**  
Senior Orientation  
& Mobility Specialist



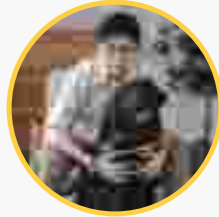
**Lindy Lim**  
Orientation & Mobility  
Assistant



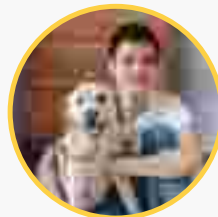
**Manda Lee**  
Orientation & Mobility  
Assistant (part-time)



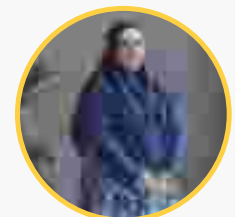
**Christina Teng**  
Senior Guide Dog  
Mobility Instructor



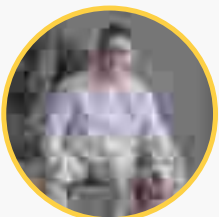
**Tan Shi Lin**  
Guide Dog  
Mobility Instructor



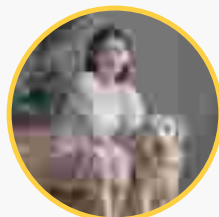
**Chia Hong Sen**  
Trainer and Consultant,  
Accessibility & Technology



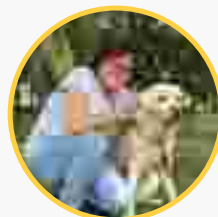
**Aisyah Binte Abu Bakar**  
Project Assistant,  
Accessibility & Technology  
(part-time)



**Kelvin Ang**  
Social Worker

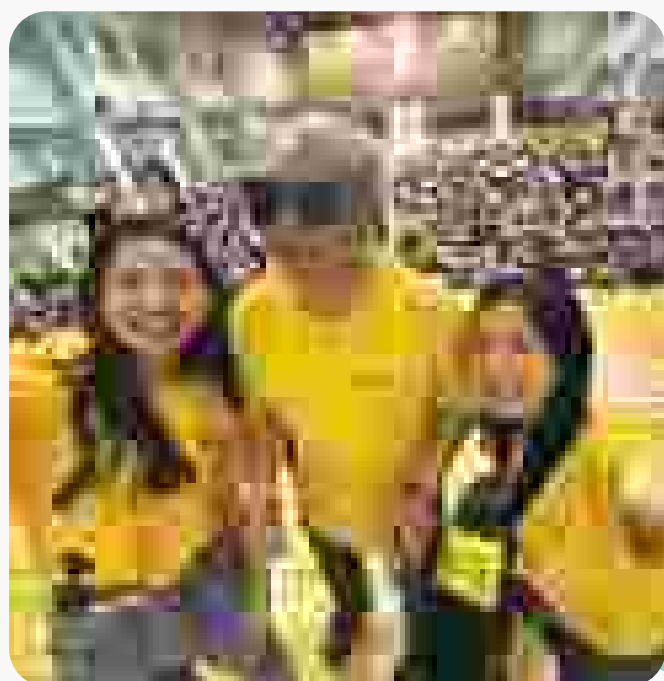
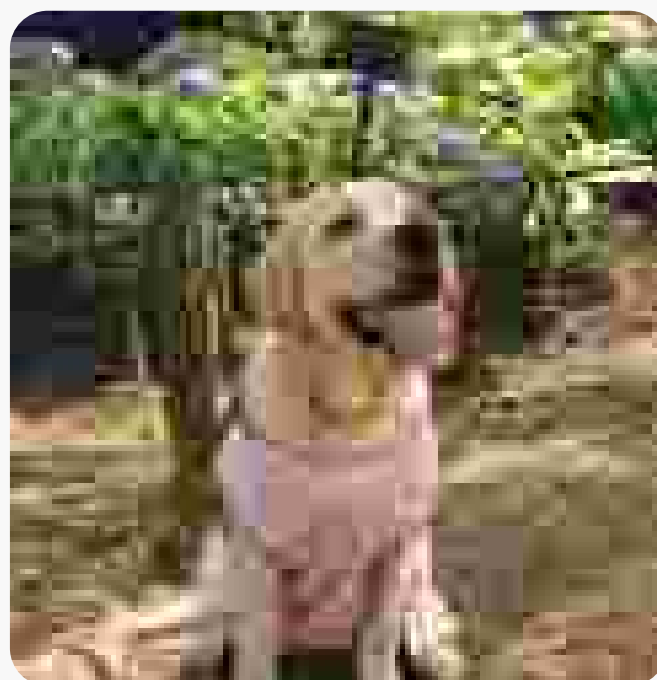
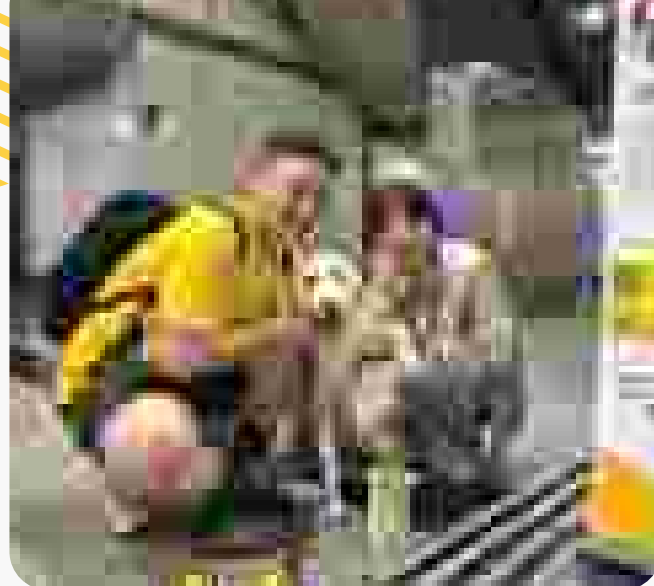


**Eloise Tay**  
Social Worker



**Teresa Tay**  
Executive,  
Client Services

# HIGHLIGHTS OF THE YEAR





## A Decade In The Making

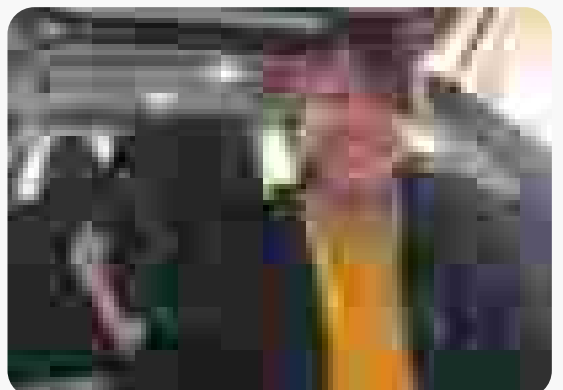
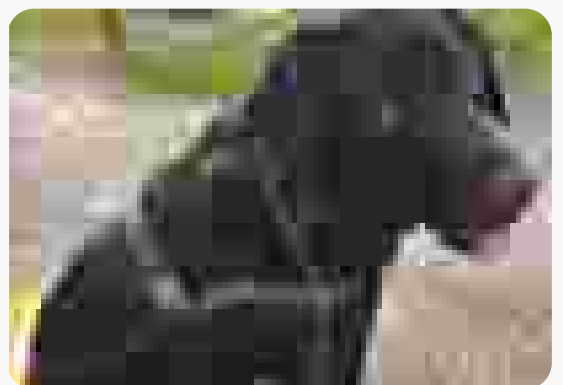
In 2025, GDS reached a landmark achievement more than a decade in the making, becoming the 100th organisation worldwide to receive accreditation from the International Guide Dog Federation (IGDF). This recognition affirms our commitment to the highest global standards in guide dog training and service.

The accreditation reflects our dedication to international best practices in client care, dog welfare, and professional development, ensuring that every aspect of our work aligns with globally recognised benchmarks of excellence.



## Meet Leilah A Guide Dog in Training

We also welcomed Leilah, our newest trainee guide dog in the Guide Dog Programme. During her training, Leilah learnt essential skills such as navigating crowds, avoiding obstacles, and guiding safely in traffic. Training a guide dog requires time, patience, and dedicated effort, but every step is worthwhile. One day, Leilah will provide her future user with safety, independence, and confidence, empowering them to live life on their own terms.





## Paws and Applause for a New Guide Dog Team

In May 2025, we trained and formed our fourteenth guide dog team since our inception, Manabu and Momo. Their partnership was commemorated with a graduation event attended by our donors and partners, who spent an afternoon with us taking part in a blindfolded brunch, interactive activities, and a quiz and trivia segment to celebrate this milestone together.

Before being paired with Momo, Manabu completed Orientation and Mobility training, where he learnt to travel safely and independently using a white cane and to prepare for the responsibilities of caring for a guide dog.

With your support, Manabu now confidently commutes to work by bus, navigating from home to the correct bus stop, boarding public transport with Momo's guidance, and finding available seats for the journey. Beyond being his guide, Momo has become a trusted companion, bringing joy, security, and a renewed sense of independence to Manabu's daily life.



Momo has truly changed my life. With him by my side, every day feels brighter and more joyful. He watches over my safety and gives me the confidence to move through the world more freely and independently.

**Manabu Fujii, GDS Client**





## Welcoming Back Our Second GDMI



**Shi Lin,  
Guide Dog Mobility Instructor**

We welcomed back Shi Lin, our second Guide Dog Mobility Instructor (GDMI), who successfully completed her two-year training in Australia with our partner organisation. Her return strengthens our capacity to expand the life-changing impact of our guide dog services across Singapore.

Completing my two-year training in Australia was truly life-changing. I'll never forget working with a deafblind elderly woman who lived alone and struggled with PTSD. Through patience, hard work, and trust, she found the courage to walk freely again with her guide dog. Witnessing her transformation moved me deeply—and now back in Singapore, I'm excited to grow our guide dog programme and help more clients experience that same independence and hope.

## Disco's Second Litter

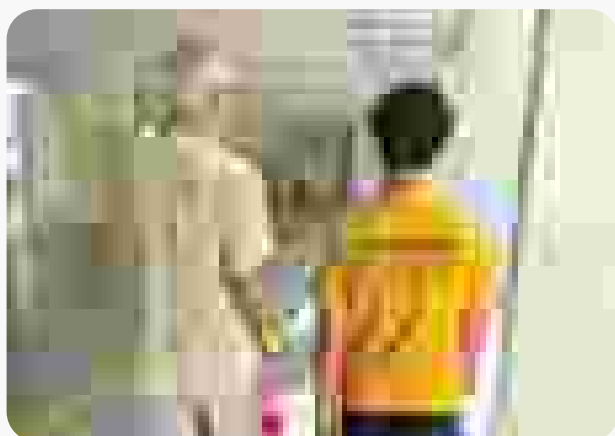
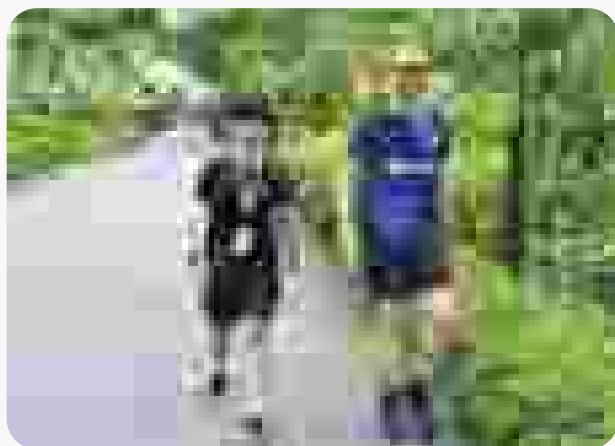


We also celebrated a milestone in our breeding programme as Disco, our breeding dog, welcomed her second litter of puppies. The pups spent their first 12 months with volunteer puppy raisers, receiving foundational obedience training and socialisation. At around one year old, they will be assessed for their potential to become future guide dogs.

## Growing Our O&M Team to Support More Clients

To strengthen our service capacity, we began training two new Orientation and Mobility (O&M) Assistants to support clients with more straightforward mobility needs. These assistants will undergo continuous on-the-job training under the guidance of our Senior O&M Specialists. As they gain experience and confidence, they will eventually mentor future assistants, helping ensure the effective allocation of O&M resources across our growing client base.

With more than thirty years of combined experience, our Senior O&M Specialists are highly skilled in providing comprehensive mobility training that enables clients to function as independently as possible. We remain committed to supporting their professional development and ensuring they stay updated with the latest practices and advancements in the field.

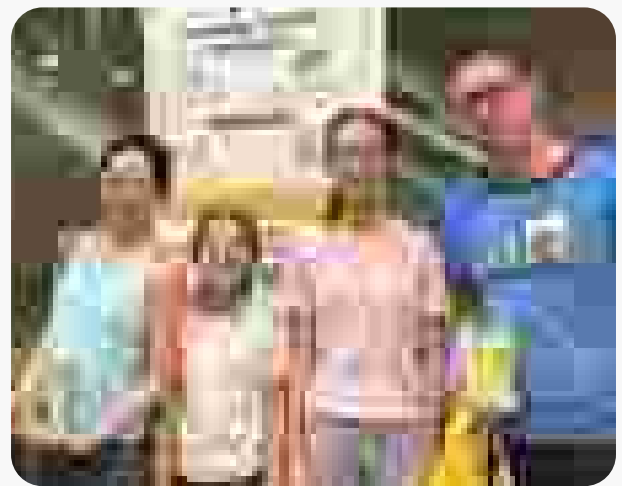
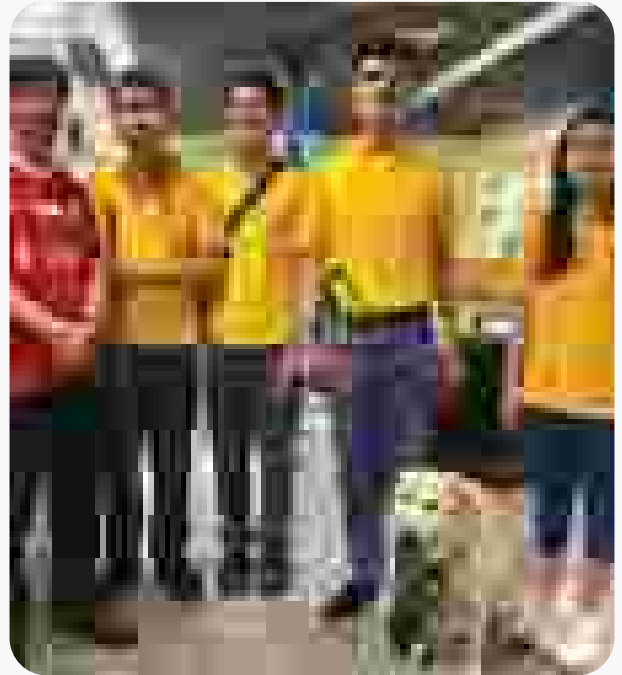




## Strengthening Outreach and Community Engagement

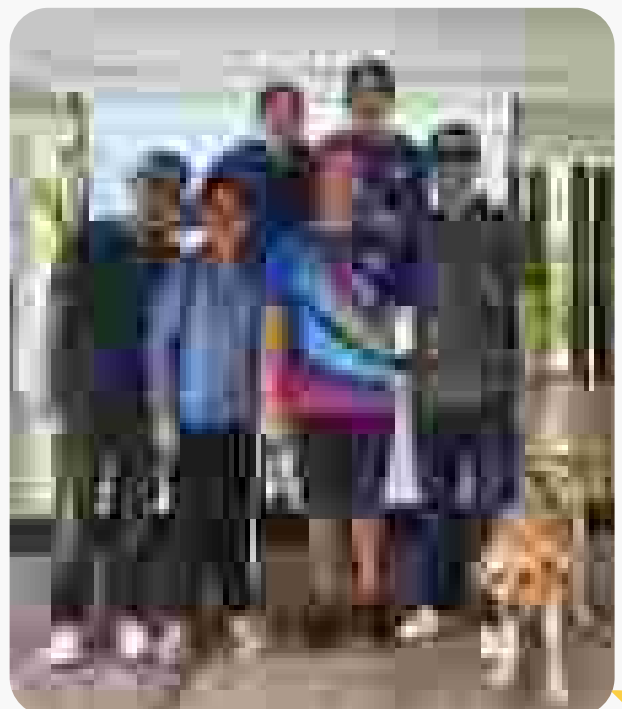
### **GDS Flag Day 2025: Together, We Made It Happen!**

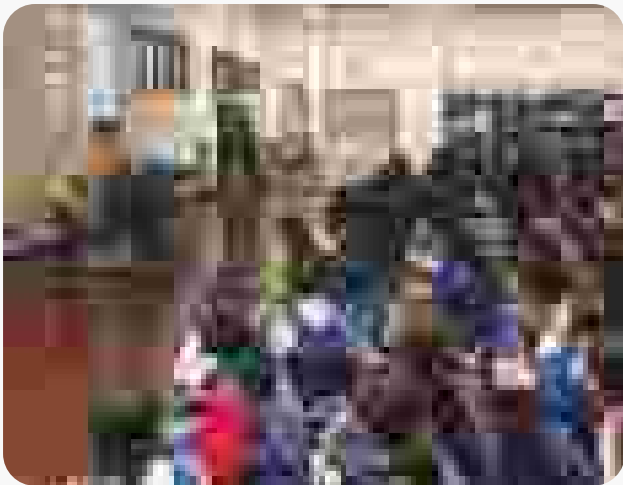
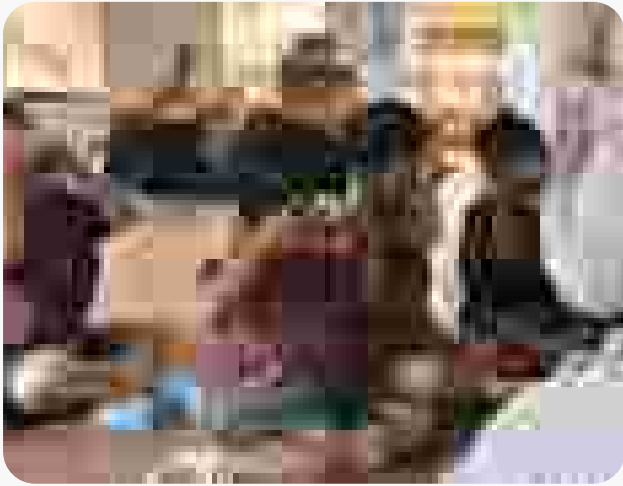
We held our annual Flag Day on 5 April, and we extend our heartfelt thanks to all our dedicated volunteers and supporters for making the street collection a success. Your presence and energy on the ground helped raise awareness about vision impairment and guide dogs, and inspired the public to give generously. Thanks to your efforts, we raised over S\$27,000 in support of our mission to empower persons with vision impairment to live independently and confidently.



### **Vision Beyond Sight**

Guide Dogs Singapore participated as a booth partner at Vision Beyond Sight, a national public engagement event organised by SNEC and SG Assist and held in conjunction with SNEC's 35th Anniversary. The event provided an opportunity to raise awareness about vision impairment, promote inclusive communities, and engage the public on the role of guide dogs in supporting independent living.





### Inspiring the Next Generation of Learners & Leaders

We conducted educational talks for students ranging from pre-school to tertiary levels, nurturing early awareness of vision impairment, inclusion, and accessibility. These sessions encourage empathy and inspire young learners to become future advocates for an inclusive society.



*Sengkang Town Council Townhall Event*

### Public Outreach

Through various public outreach initiatives, we engaged the wider community in meaningful conversations about vision impairment and guide dog access. These efforts help increase awareness, dispel misconceptions, and foster greater public understanding and support.



*Paralympic Fiesta @ Punggol Waterway Point*



## Empowering Service Staff

We delivered customised training workshops for service staff, equipping them with practical knowledge and confidence to better serve individuals with vision impairment and guide dog users. These sessions promote inclusive service practices across frontline industries.

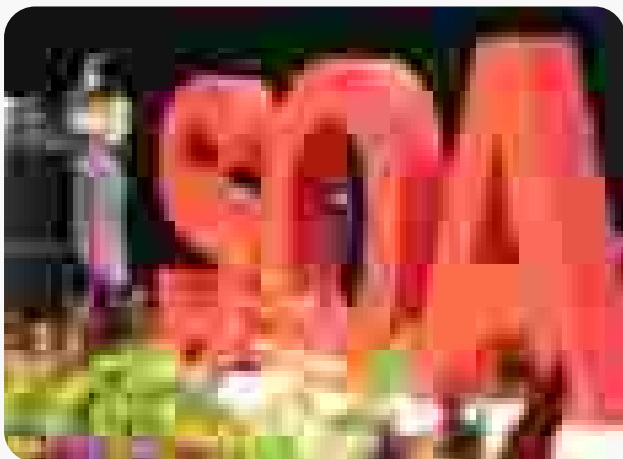


*Customised training workshop for F&B staff at AMGD Superfood, a halal-certified restaurant, supported by representatives from MUIS (The Islamic Religious Council of Singapore)*



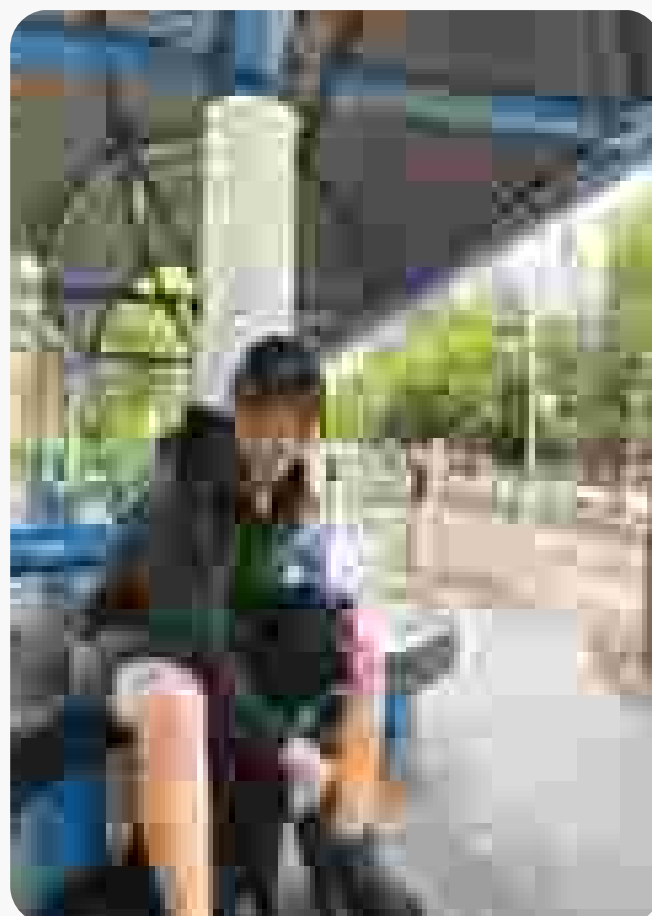
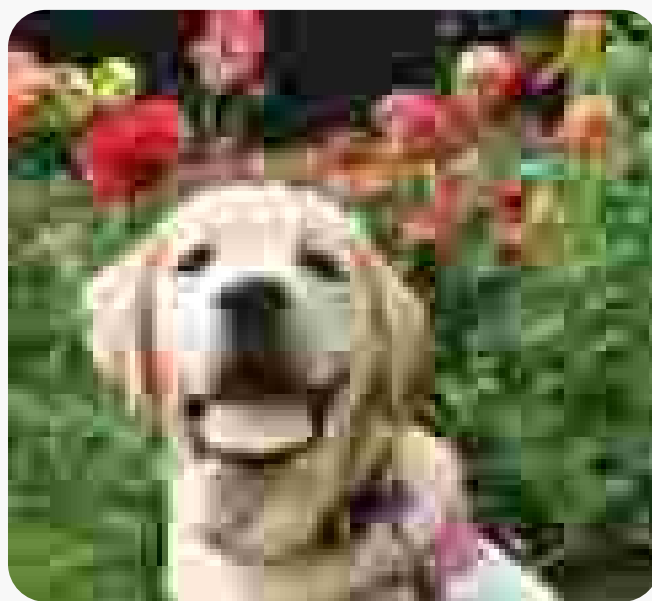
## Strengthening Community Partnerships

We continued to strengthen the vision-care ecosystem by collaborating with sector partners across healthcare and community services. These partnerships support knowledge sharing, advocacy, and a more coordinated approach to improving outcomes for persons with vision impairment.



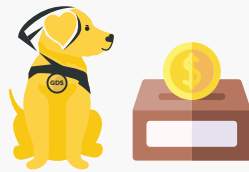
*Singapore Optometric Association (SOA) Conference 2025  
Strengthening the vision-care ecosystem through strategic partnerships*

# THE IMPACT OF YOUR DONATIONS



# THE IMPACT OF YOUR DOLLAR

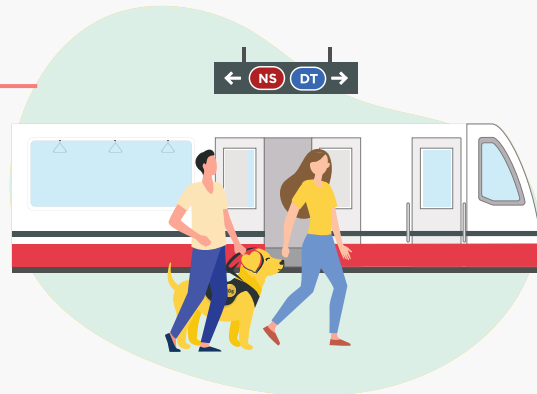
As a small self-funded charity, we rely on your support to fund essential rehabilitative services for our clients, enhancing their quality of life and enabling them to live independently.



For every S\$1 you donate:

55 CENTS

**funds GDS's rehabilitative services for clients**, including guide dog training, caregiver support, and professional training for staff to ensure high-quality service delivery



40 CENTS

**covers daily operations to ensure good governance** to establish accountability and transparency within the charity, and **advocacy efforts to promote eye health and inclusion** for the vision-impaired community



2 CENTS

**funds innovative projects** that improve the quality of life for people with vision loss



3 CENTS

**goes towards raising the next S\$1 to continue our work**



# GDS CLIENTS

**922**  
total clients  
in FY25

**100**  
no. of new clients

## GENDER

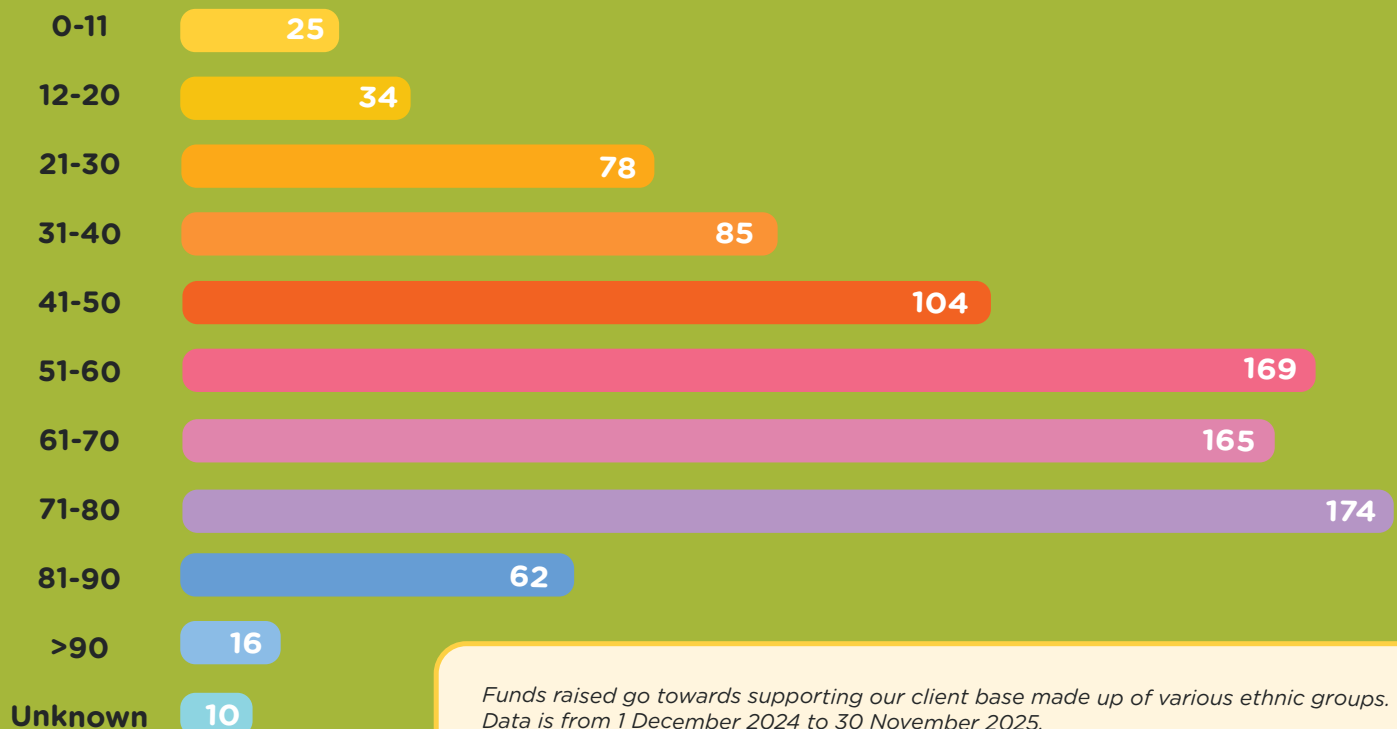


**525**  
Male (57%)



**397**  
Female (43%)

## AGE



*Funds raised go towards supporting our client base made up of various ethnic groups. Data is from 1 December 2024 to 30 November 2025.*

GDS's client database grew from 860 in FY2024 to 922 in FY2025, with 100 new client intakes during the year. The year-end figure reflects routine database housekeeping, where 38 records were removed or reclassified as inactive due to clients who had passed on, were uncontactable, or cases where services were no longer required.

# OUR WORK WITH YOUR SUPPORT

As our training programmes gain recognition among hospitals and the visually impaired community, client referrals have increased significantly. Individuals seek our support for Orientation and Mobility training and assistive technology to enhance their daily independence. Beyond direct training, we actively engage in community outreach and education through talks and workshops. These engagements play a vital role in raising awareness, equipping professionals and volunteers with essential skills, and ultimately creating a more inclusive society.

## OVERALL HIGHLIGHTS

**922** Total clients in fiscal year

**100**

New clients in fiscal year

**1,267.5**

Total number of direct support hours\*

**16**

Client-centric activities

**100%**

Clients attained their training goals

Through our Vision Rehabilitation Programme, 100% of clients attained their individualised training goals and benefited from improved functional independence. Each client was supported through a customised, goal-oriented programme tailored to their needs, enabling them to build essential daily living and mobility skills to navigate their environments with increased independence, confidence and safety.

## OUTREACH & ADVOCACY

**47** Outreach & advocacy talks, events, programmes & training workshops



**160**

Total number of outreach hours

**>4,000**

Total reach

## ACCESSIBILITY & TECHNOLOGY

**115**

One-to-one training sessions

**6**

Workshops & sharing sessions

**7**

Podcasts

**402.5**

Total number of service hours

**3**

Collaborative partnership initiatives

*\*Direct support hours comprise casework and counselling, training in independent living and travel skills, training in IT skills, as well as guide dog mobility services.*

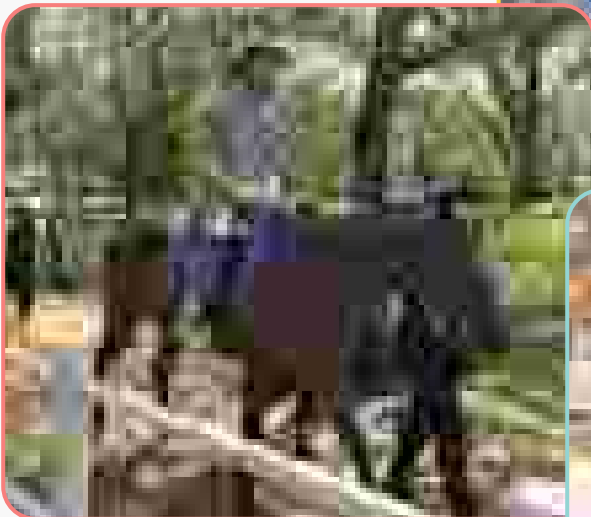
# ACTIVITIES CONDUCTED FOR CLIENTS

Guide Dogs Singapore continued to organise a range of recreational and social activities designed to enrich the lives of our clients with vision impairment. These thoughtfully curated experiences engaged participants through non-visual senses such as sound, touch, taste, and smell, allowing them to explore new environments in meaningful and enjoyable ways. From culinary workshops and sensory tours to arts, performances, and social gatherings, these activities supported confidence-building, mobility, and everyday independence.

Beyond individual development, these sessions provided valuable opportunities for clients to connect with one another, fostering friendships and a strong sense of community among peers with shared experiences. They also enabled volunteers and partners to engage more closely with the blind and low-vision community, helping to break down social barriers and promote greater understanding, inclusion, and social integration.

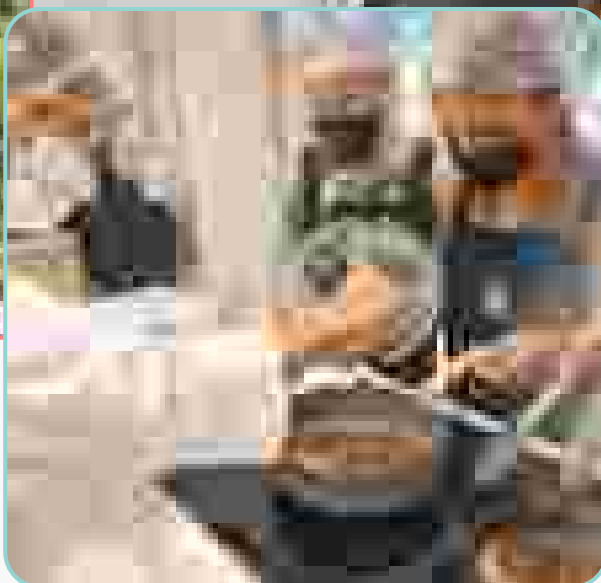
16

**Total Events Held**



52

**Total Event Hours**



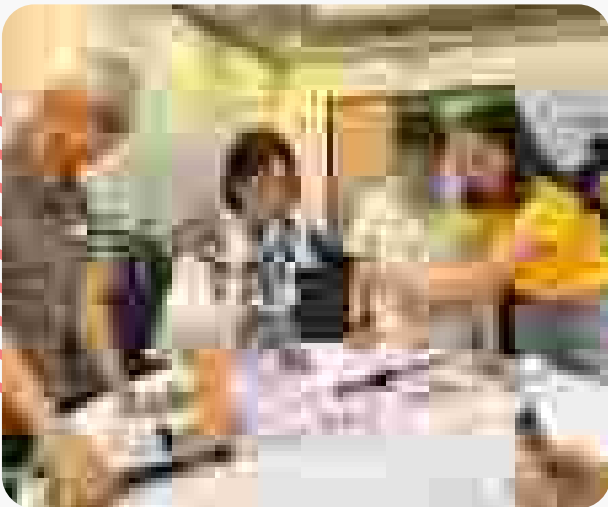
94

**Unique Clients Served**



## Christmas Pot Pie Making

Student volunteers from Nanyang Technological University's Welfare Services Club Regular Service Project Vision of Hope (NTU WSC RSP VH) organised a Christmas baking session where clients learnt to make pot pies. The hands-on activity provided a festive and enjoyable experience, encouraging participation, collaboration, and confidence in the kitchen.



## Welcome Tea Sessions

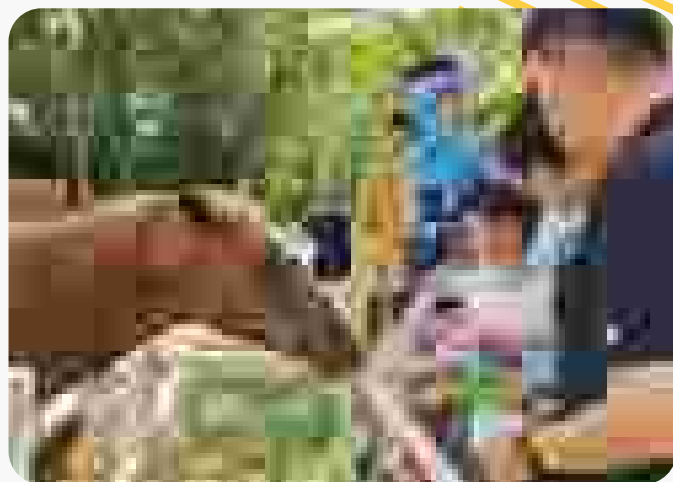
GDS held its biannual Welcome Tea as part of our induction process for new clients, offering an opportunity to learn more about our services and connect with the wider client community. Through icebreaker games and a guided aromatherapy craft-making activity supported by Soaprise, participants forged new friendships and felt welcomed into a supportive and inclusive environment.





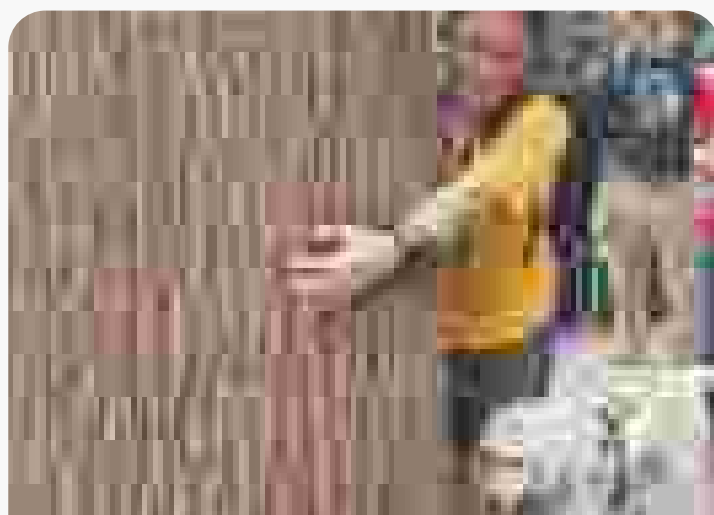
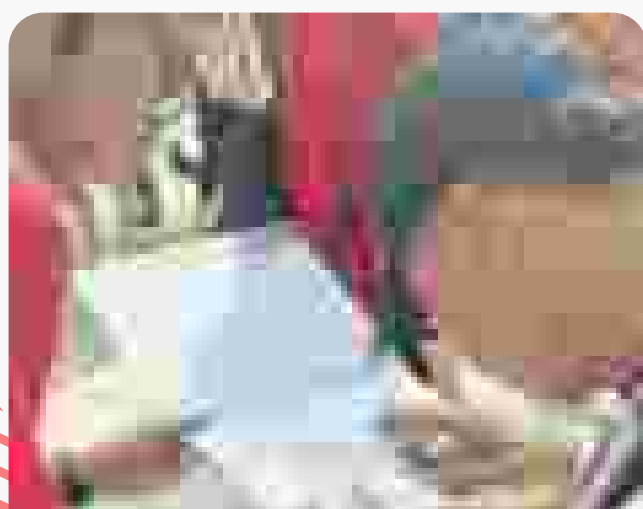
### **A Visit to the Gallop Stables**

Organised by NTU WSC RSP Vision of Hope, the Gallop Stables outing gave clients the opportunity to interact with horses through grooming and riding activities. The experience brought joy, laughter, and meaningful engagement, creating lasting memories in a supportive and uplifting setting.



### **Gardens by the Bay VI Sensory Tour**

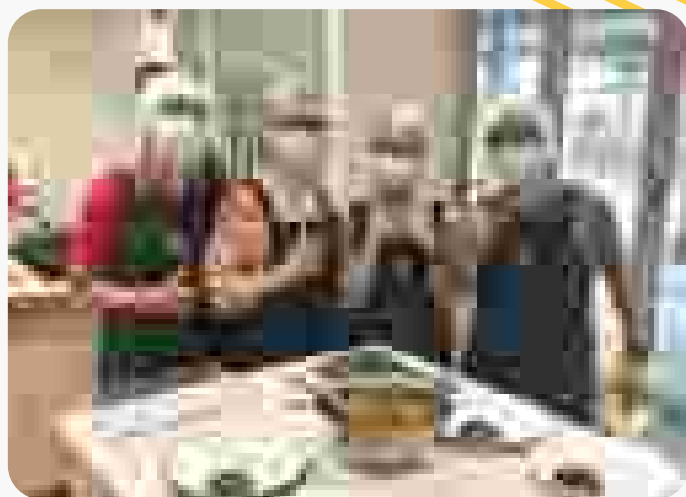
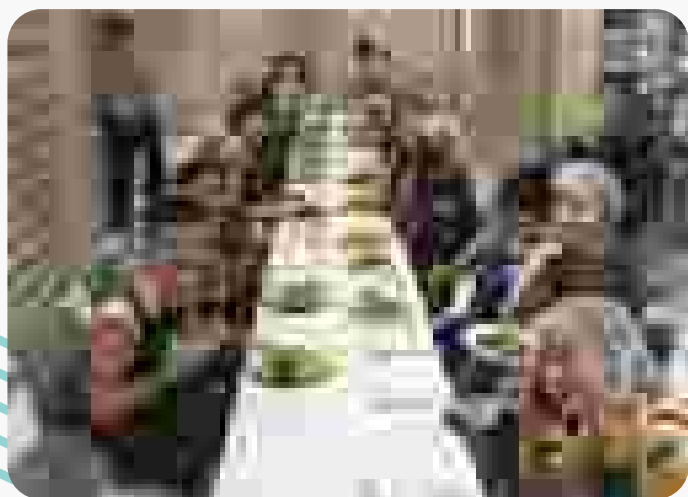
Clients participated in a thoughtfully curated VI Sensory Tour at Gardens by the Bay's Flower Dome, exploring the space through tactile maps, guided descriptions, and sensory engagement with plants. Supported by Youth Corps Singapore befrienders, the experience brought nature to life through touch and scent, and reinforcing the value of inclusive public spaces where everyone can engage, explore, and feel welcomed.





## Cooking with Confidence

Guide Dogs Singapore organised cooking classes at the Tzu Chi Food Farmacy to support clients who may experience isolation or have limited social interaction. The sessions introduced nutritious ingredients, simple recipes, and practical cooking techniques, helping clients build confidence, strengthen kitchen independence, and foster a sense of community.



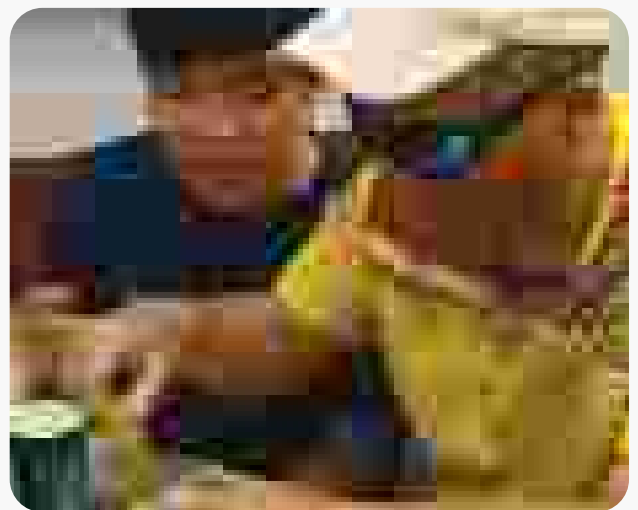
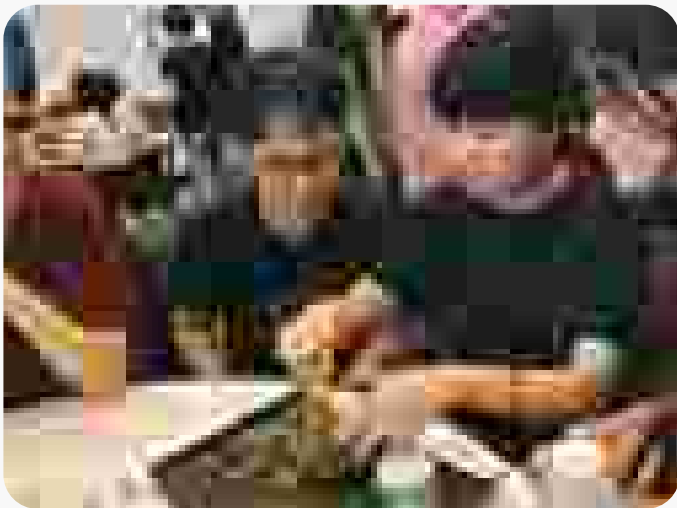
I enjoy attending GDS social events. They have helped me connect with others facing similar challenges and reminded me that we can support one another.

**Sunny, GDS Client**



### Matcha Appreciation Workshop

Organised by NTU WSC RSP Vision of Hope and conducted by Matchaya, the Matcha Appreciation Workshop introduced clients to the history, production, and sensory qualities of matcha. Participants also took part in hands-on whisking of ceremonial-grade matcha, offering an engaging and enriching multi-sensory experience.



### Inclusive Arts Experiences

GDS also gratefully acknowledges Wild Rice Productions for offering complimentary tickets that enabled our clients to enjoy live theatre across the year. Through this generous support, clients attended several musical productions, creating meaningful opportunities for cultural engagement, shared experiences, and greater inclusion in Singapore's arts scene.

Through the activities organised by GDS, I feel encouraged to step out, stay active, and be more engaged with the community.

**Ivy, GDS Client**



# INSPIRING LIVES WITHOUT SIGHT



# CLIENT TESTIMONIALS

## Real Stories of Change



### Empowered to Walk Life with His Son

As a father, my biggest wish has always been to be there for my son in every way possible. Guide Dogs Singapore (GDS) has helped me regain a sense of independence and confidence. With their support, I have learnt to navigate on my own, enjoy moments at the playground with my son, and walk him to school. **GDS has empowered me to live the life I want, and for that, I am deeply grateful.**

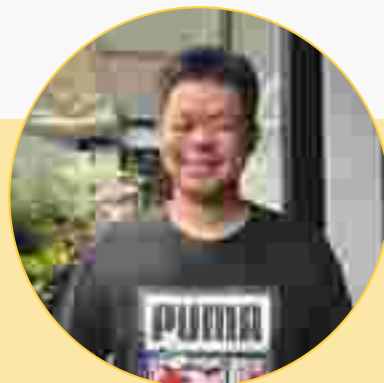
**Zahier, GDS Client**



### Growing Confidence Through Lifelong Support

Though I still face challenges, the lessons with GDS have changed my life. **With their support over the years, I've gained the confidence to explore the world on my own, from catching a bus to meeting friends.** Learning to orientate myself hasn't just given me independence, it's given me hope.

**Sherriza, GDS Client**



### From Learning Independence to Leading Others

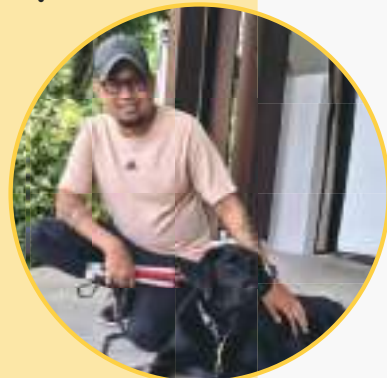
I lost my sight completely by age 17 due to childhood glaucoma. **Thanks to the training at GDS, I gained the independence to finish school and pursue my dream of becoming a special needs teacher.** I'm grateful to the O&M Specialists for giving me the confidence and skills to adapt and thrive after losing my vision.

**Ian, GDS Client**



## Building Readiness for a Life-Changing Partnership

At Guide Dogs Singapore, I've learned to use a white cane through Orientation and Mobility (O&M) training to travel safely and independently. **I'm now on the waitlist for a guide dog, which will make a big difference in my daily life. It will give me greater confidence, and help me navigate busy or unfamiliar places more easily.** It will also be a comforting companion and give me the courage to explore further than I can now.



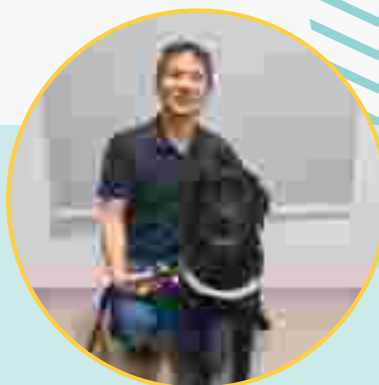
**Mohammad Khairudin, GDS Client and aspiring Guide Dog User**



## Navigating Life with Independence

O&M training with GDS has given me greater freedom and independence, **allowing me to travel safely by myself and rely less on my family and friends for assistance.** I feel more confident going out alone and have learnt to ask specific questions when seeking help from the public.

**Neela Davi D/O Sarkunam, GDS Client**



## A Life-Changing Partnership and Trusted Companion

My guide dog, Momo, has truly changed my life. With him by my side, every day feels brighter and more joyful. He watches over my safety and **gives me the confidence to move through the world more freely and independently.**

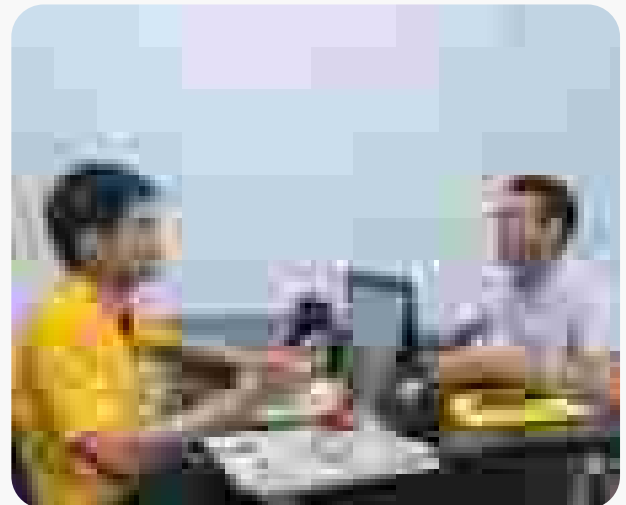
**Manabu Fujii, GDS Client**

# RESEARCH & INNOVATION

In FY25, Guide Dogs Singapore continued to play a thought-leading role in advancing accessibility and inclusive design through strategic research and innovation partnerships. By contributing lived-experience expertise and rigorous user testing, we supported the development of solutions that enable greater independence for persons with vision impairment.

## Advancing Inclusive Digital Services with HTX

Guide Dogs Singapore partnered with the Home Team Science and Technology Agency (HTX) to support user testing of selected government digital services, including the ICA application. As part of HTX's wider digital accessibility efforts, we identified clients with diverse user profiles to provide user-centred feedback. Insights from this testing helped surface accessibility gaps and informed actionable recommendations, enabling developers to strengthen inclusive design and improve independent access for users with vision impairment.



## Contributing User Insight to Assistive Technology Innovation with AISee

We also collaborated on the AISee project to advance assistive technology solutions for the visually impaired community. GDS engaged eight testers in structured focus group discussions to refine the AISee prototype headset, and conducted comprehensive accessibility testing of the companion mobile application. Testing focused on real-world usability, including intuitive screen reader navigation, accurate labelling of interface controls, and reliable core functions. This ensured the technology could be meaningfully adopted as a fully accessible, user-ready solution.



Photo credit: National University of Singapore



# MEDIA HIGHLIGHTS

(As of 30 November 2025)

13,980



Facebook Followers

4,951



Instagram Followers

1,114



Tik Tok Followers

Follow us on our social media pages for the latest updates:



@GuideDogsSingapore

#GDS



@guidedogs\_sg

#GuideDogsSingapore



@guidedogssg

#GuideDogsSG

Thank you to all media publications for their coverage and passionate advocacy in support of our cause.



**A Blind Guide Dog User's Hope for a More Inclusive Singapore**

**Our Better World**  
5 December 2024



**She trains guide dogs in Singapore so blind people can get around independently and confidently**

**Channel News Asia**  
15 August 2025

You may read some of these features on our [website](#).

# OUR OVERSEAS PARTNERS

## Guide Dogs Australia

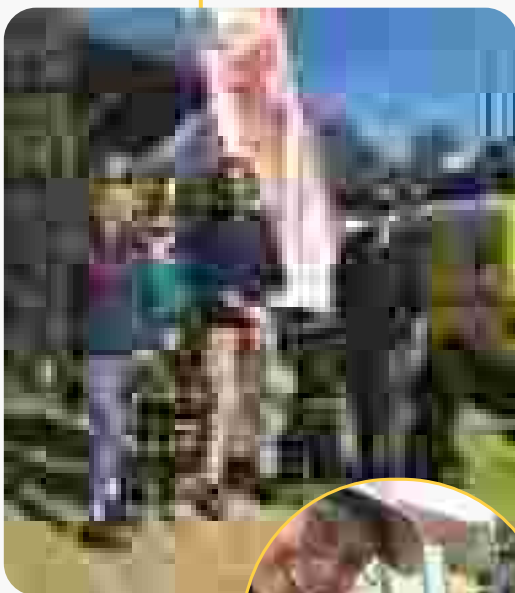


Our longstanding partnership with Guide Dogs Australia (GDA) has been instrumental to the success of our Guide Dog Programme. Since 2013, GDA has been our trusted dog supplier. While guide dog training and pairing are conducted in Singapore by our Guide Dog Mobility Instructor, the role of GDA in controlled breeding and meticulous puppy-raising is critical in achieving a high success rate.

Over the years, GDA's unwavering support has helped shape Singapore's guide dog accessibility landscape, bringing us closer to a more inclusive society. As we move forward, we remain deeply grateful for their collaboration and the life-changing impact their contributions continue to make in the visually impaired community.



## Vision Australia Seeing Eye Dogs



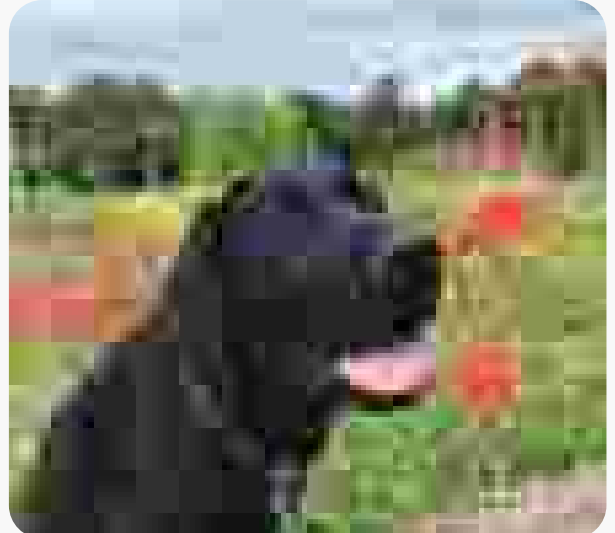
Our partnership with Vision Australia Seeing Eye Dogs (SEDA) plays a key role in developing skilled Guide Dog Mobility Instructors for Singapore.

Guide Dog Mobility Instructor (GDMI) training is highly specialised, requiring exposure to large-scale guide dog operations, including breeding, puppy development, training, and advocacy - areas not readily available in Singapore.

Through this partnership, our second GDMI cadet, Ms Tan Shi Lin, successfully completed her training with SEDA and returned to Singapore in November 2025. She now contributes directly to serving the visually impaired community and strengthening our Guide Dog Programme.

We are grateful to SEDA for their commitment to developing talent and supporting the growth of guide dog services in Singapore.

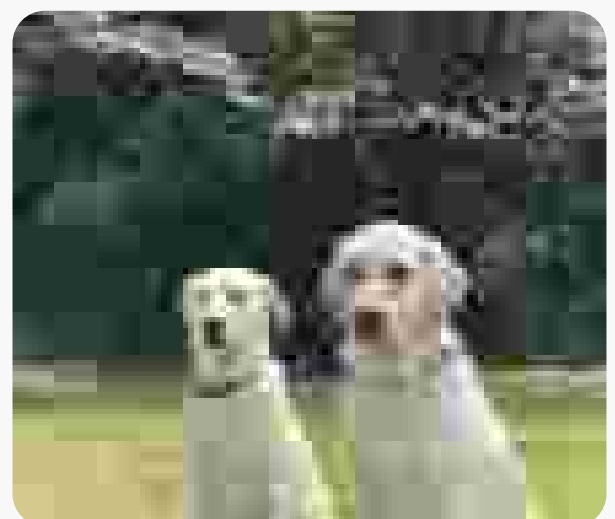
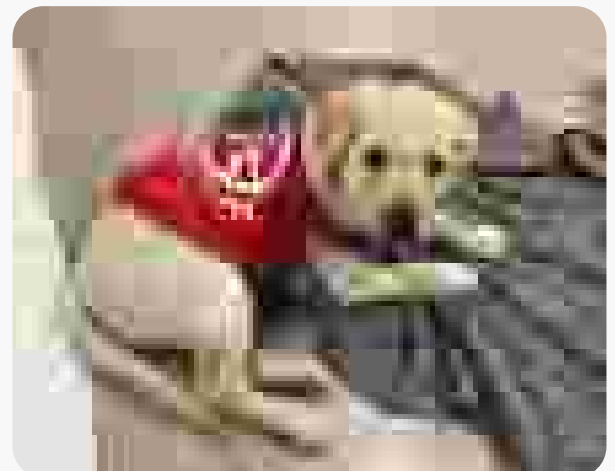
## Nippon Lighthouse Guide Dog Training Center



Our partnership with Nippon Lighthouse Guide Dog Training Center (NLH) in Osaka, Japan, continues to play a key role in strengthening Guide Dogs Singapore's capabilities in both dog supply and breeding.

Since welcoming Eve - our first training dog from NLH in 2021 - she has gone on to successfully support her visually impaired user, exemplifying the life-changing impact that guide dogs have on the independence and mobility of persons with visual impairment.

From FY2023 to FY2025, the partnership progressed with two breeding cycles at NLH, contributing to our pipeline of dogs to support clients on the waitlist. This collaboration continues to strengthen our capacity to meet growing demand, enabling more individuals with visual impairment to gain greater independence and mobility.



# GUIDE DOG ACCESS IN SINGAPORE

We are encouraged by the growing number of businesses that welcome guide dogs and help raise visibility for our mission.

As we continue to expand public awareness of guide dog access and our services, we invite more organisations to display guide dog friendly signage or adopt a donation box. A donation box is a simple and meaningful way to support people with vision impairment, as every contribution goes toward training, outreach, and essential mobility services.

We welcome businesses that wish to adopt a donation box or learn more about this initiative. Together, we can build a more inclusive and supportive environment for guide dog teams in Singapore.



Guide Dogs Singapore provides complimentary 'Guide Dogs Are Welcome' decals for businesses who wish to indicate their inclusive policy. Contact us if you wish to display such a decal/sticker for your business.

## Spot Our Donation Boxes at these Guide Dog Friendly Places



**Carpenter and Cook**



**Folks and Stories**



**Thachang**

Visit our website for a list of **Guide Dog Friendly Establishments**. The list is not exhaustive as there are many more businesses that have since welcomed guide dogs.

If you own a business or know someone who does, contact us at [admin@guidedogs.org.sg](mailto:admin@guidedogs.org.sg) for complimentary decals to indicate your inclusive policy or for staff training.

# WELFARE FOR OUR DOGS

Guide dogs are invaluable companions and “eyes” for their visually impaired users. While users are trained to care for their dogs—handling daily brushing, regular showers, toileting, and controlled feeding to maintain a healthy weight—the dogs also enjoy ample play and rest when off-duty.

At GDS, we prioritise the emotional, mental, and physical well-being of our guide dogs to optimise their working life and ensure they are happy and healthy on the job. To further support our clients, we provide a vet fund to assist with co-payments for veterinary expenses, ensuring that each dog remains fit and able to safely guide their user.

## Official Veterinary Partner: The Animal Clinic



With the support of our Official Veterinary Partner, The Animal Clinic (TAC), our dogs receive biannual veterinary check-ups (more frequently for senior dogs), annual vaccinations and preventive treatment.

For every GDS working guide dog, TAC provides a comprehensive health screening every 6 months that includes a physical examination, wellness blood tests, and supplies each dog with monthly preventives against heartworms, ticks, fleas, and intestinal worms.

## Official Joint Supplement Partner: Vetz Petz® Antinol®



Vetz Petz® Antinol® is proud to be our Official Joint Supplement Partner. Antinol is a 100% all natural anti-inflammatory supplement to support joint health in dogs and cats. Vetz Petz has partnered with us to provide Antinol to all our working and training guide dogs.

Guide dogs lead a more active lifestyle than most dogs. Our guide dogs take Antinol as a preventive, to support their joint health, skin/coat and mental health. Antinol enables our guide dogs to maintain their active lifestyle, allowing them to guide more effectively and provide their VI users with the independence they strive for.

## The Pets Workshop



The Pets Workshop provides complimentary grooming sessions for our well-deserved dogs in training and guide dogs, helping our users maintain the well-being of their devoted guides.

# APPRECIATING OUR GRANTMAKERS, DONORS, PARTNERS & VOLUNTEERS

GDS operates with limited resources and is extremely grateful to the following grantmakers and donors for their contribution. Their generosity helped us advance our mission, and touched the lives of people with vision loss and their families.

The following grantmakers, corporate and individual donors have supported GDS with S\$5,000 and above from the period 1 December 2024 to 30 November 2025. While we have taken care to ensure the accuracy of the list, we seek your kind understanding for any inadvertent omission on our part. We would also like to thank all our donors, not mentioned here, for their kind contribution.



**L87**



**We would like to thank the following  
pro bono Partners who provided  
their time and expertise to GDS.**

**Official Veterinary Partner**



**Legal Counsel**

**MALLESONS**

Choo Chiau Beng

Chow Joo Ming

Goh Yee Teng

Ho May Nah

Jeffrey Crowe

Lim Seng Cheong Robert

Lim Wan-Er Adele

Mark Julian Wakeford

Mavis Khoo-Oe

Ng Hui Ling

Sandosham Aileen Felicia

Singapore United Estates (Private) Limited

Tan Chin Tuan Foundation

The Hokkien Foundation

The Ngee Ann Kongsi

Timothy Lynch

Tiong Shu

UK Online Giving Foundation

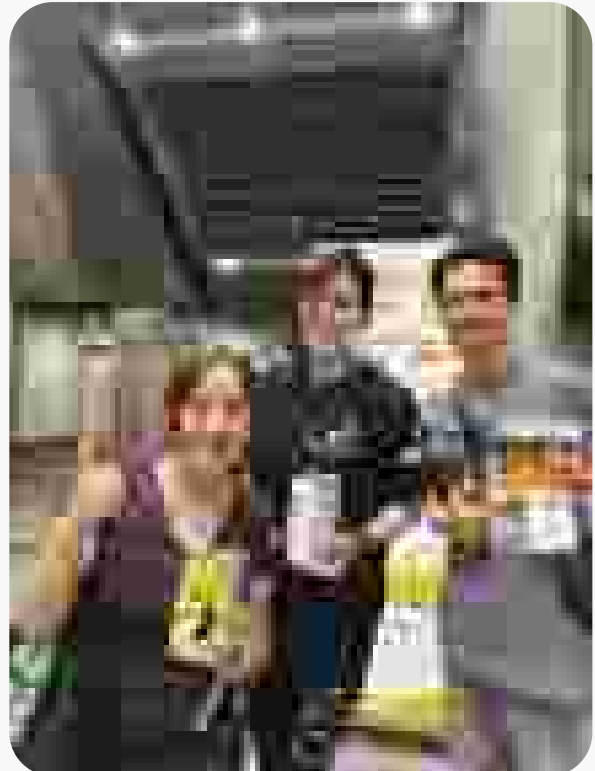
## In Loving Memory of Vivian

Guide dogs held a special place in the heart of our late donor and advocate, Vivian. We are deeply grateful to her for remembering Guide Dogs Singapore Ltd in her will. Vivian's kindness continues to guide the way forward, empowering many more people with vision impairment to live with dignity and independence.



# OUR SUPPORTERS

As a small charity, Guide Dogs Singapore continues to be sustained by the generosity, commitment, and advocacy of our community. Every contribution, whether through donations, volunteer engagement, or raising awareness, directly supports our mission to empower persons with vision impairment to live independently and with confidence.



## Inspired by Care and Expertise

Simone (GDS Orientation & Mobility Specialist) supported my mother's mobility journey with care, empathy, and encouragement—always focused on helping her regain independence. She also extended incredible support to our family through each transition. Her dedication opened my eyes to the vital work Guide Dogs Singapore does for the vision impaired. Inspired by her impact, I began donating last year and continue to support this meaningful cause today.

**Ng Hui Ling, GDS Donor and Caregiver**





Over the past year, we have been encouraged by the strong support from our volunteers, donors, partners, and advocates, whose collective efforts have helped us extend our reach and deepen our impact. Their contributions have enabled us to continue delivering essential services, training programmes, and community initiatives, while advancing inclusion and guide dog access across Singapore.

As we look ahead, we remain committed to nurturing meaningful partnerships and community-driven support, ensuring our work remains sustainable and impactful for the years to come.

You may read some of their testimonials on our [website](#).

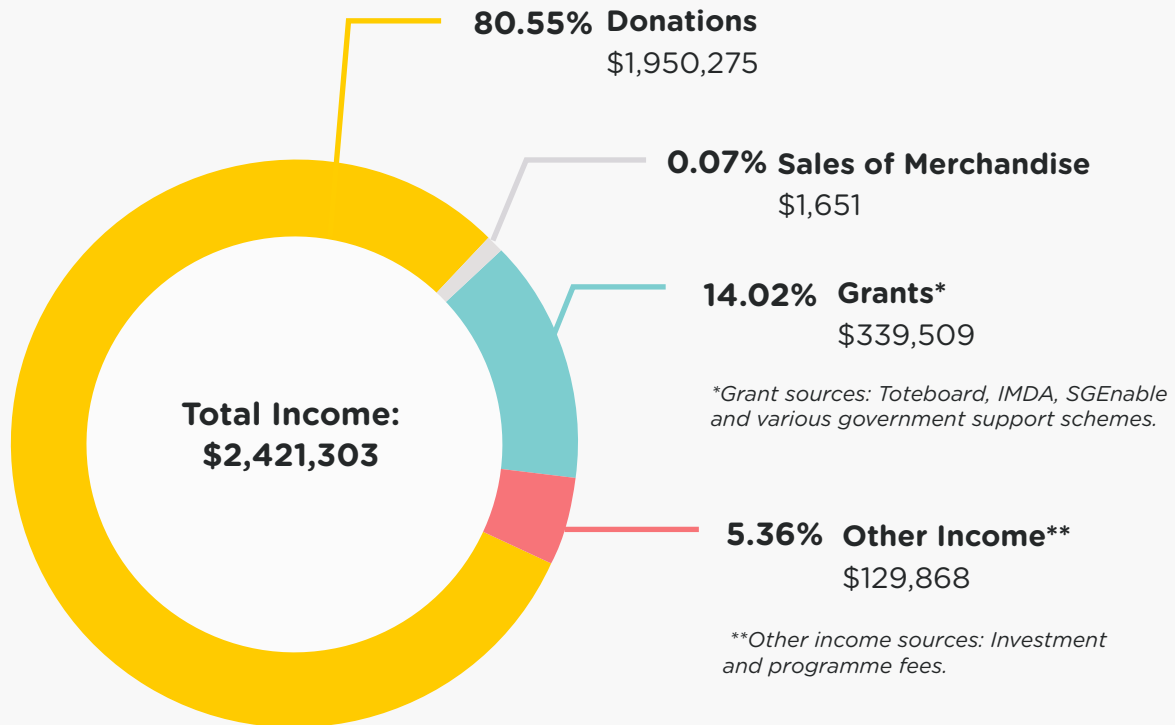




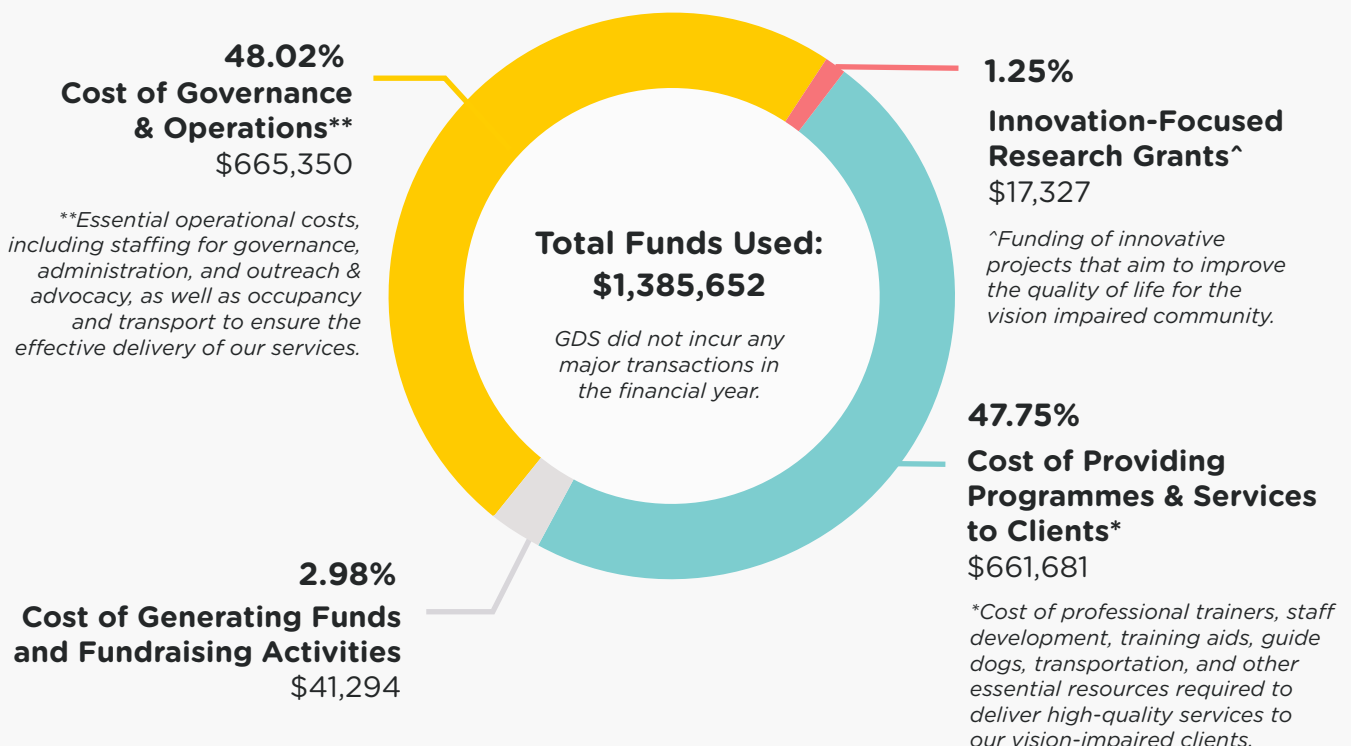
# HOW FUNDS WERE USED

Period: 1 December 2024 to 30 November 2025

## SOURCES OF INCOME



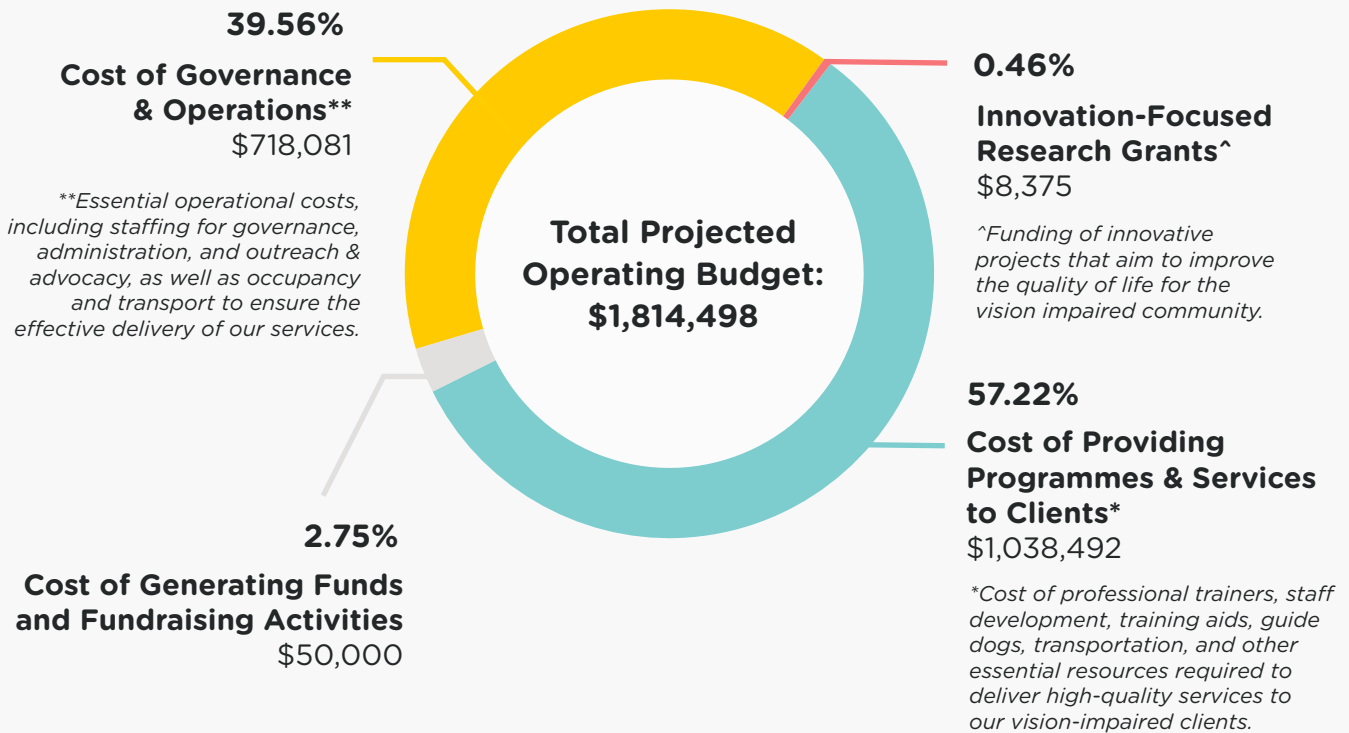
## HOW FUNDS WERE USED



# PROJECTED EXPENDITURE FOR FY2026

Period: 1 December 2025 to 30 November 2026

## FUNDRAISING AND EXPENDITURE SET ASIDE FOR FISCAL YEAR 2026



## FUTURE PLANS AND COMMITMENTS

In FY26, we anticipate continued growth in the demand for our programmes and services. As we build on the expanded capabilities introduced in the past year, our focus will be on strengthening service quality, deepening impact, and ensuring sustainability amid rising operational costs.

With the integration of social work into our Vision Rehabilitation Programme, we will continue to deliver more holistic support to clients and their caregivers. Insights gathered from needs and employment surveys conducted in FY25 will inform the development of targeted interventions addressing psychosocial, familial, and employment challenges. This will enable more responsive and outcome-driven rehabilitation pathways for persons with vision impairment.

In the Guide Dog Programme, the return of our second Guide Dog Mobility Instructor (GDMI) marks a significant milestone in building local capability. With an expanded team, we will increase our capacity to train and match more guide dogs, reduce the wait time for applicants, and strengthen aftercare support for existing guide dog teams, thereby enhancing overall programme effectiveness.

## **FUTURE PLANS AND COMMITMENTS**

As we continue to deliver guide dog mobility services and orientation & mobility skills training to the vision-impaired community in Singapore, we remain open to advancements in assistive technology. We will explore complementary mobility solutions such as travel applications, smart canes and e-guide dogs, with the aim of offering a broader range of mobility options. By working closely with clients to assess and integrate these solutions where appropriate, we seek to better support their mobility needs and independence.

We will also continue to invest in organisational capability and partnerships to support the growing needs of the community we serve. This includes exploring innovative approaches, research and initiatives that can improve accessibility, independence, and quality of life for persons with vision impairment.

Furthermore, GDS is planning to relocate to a larger and more accessible location that can better support our growing programmes and services, enhance community engagement, and bring us closer to both the communities we serve and the wider public we outreach to. A future space with improved facilities would strengthen the delivery of our rehabilitation programmes, while creating a more conducive environment for casework and support provided to our clients and their caregivers.

## **FUNDRAISING PLAN**

To sustain and grow our programmes, Guide Dogs Singapore will implement a multi-pronged fundraising approach in the coming year. This includes the launch of three targeted fundraising campaigns across online platforms, designed to engage new supporters while deepening connections with our existing donor base.

In addition, we will host community engagement activities and organise our annual Flag Day to raise both awareness and funds for our work. Together, these efforts will enable us to expand essential services and empower more persons with vision impairment to live independently and confidently.

## OUR ESG COMMITMENT

### GDS Takes Positive Steps Towards Achieving Better Environmental, Social and Governance (ESG) Standards Compliance

As a social service agency that advocates for equal rights and inclusive participation on behalf of the vision impaired community in Singapore, we see our move towards being an ESG-focused organisation a natural progression that aligns with the nature of our work.

Refer to our [website](#) to find out more about the steps we have taken to incorporate ESG standards compliance into our operations and culture.

  
ENVIRONMENTAL



  
SOCIAL

  
GOVERNANCE



# GOVERNANCE

## GDS BOARD

### **The Board's role and responsibilities are to:**

-  Provide leadership and diverse expertise to support the strategic pillars of the organisation – programmes and services to clients with vision impairment, community partnership and governance
-  Monitor the progress of the organisation's direct charitable services
-  Review and approve the yearly budgets to ensure funds are prudently used

Three Board members – Dr Wong Hon Tym, Ms Shirley Patricia Sutton (Lee), and Dr Tan Hwei Lan, have served on the Board for more than ten years. They are dedicated members valued for their contributions and institutional memory that help with the organisation's continuity planning.

Our Chairman, Dr Wong Hon Tym served as a Director from July 2013 to January 2017 and was appointed as a Chairman since January 2017. As an Ophthalmologist at Tan Tock Seng Hospital and a Clinical Director at the Centre for Healthcare Innovation, he continuously brings in valuable knowledge and expertise to augment our programmes and services to meet the needs of the vision impaired community.

In line with the company's Memorandum and Articles of Association, one-third of the directors would retire from office and get re-appointed. Directors who are to retire every alternate year shall be those who have served the longest in the office since their last election.

The Board endeavours to identify potential candidates to ensure succession planning for Board members wherever possible.

## BOARD MEETING ATTENDANCE

From 1 December 2024 to 30 November 2025, five board meetings were held and this was the attendance of our Board members.

| Date of Board Meeting         | 21 Jan | 25 Mar | 20 May | 29 Jul | 30 Sep |
|-------------------------------|--------|--------|--------|--------|--------|
| Dr Wong Hon Tym               | ✓      | ✓      | ✓      | ✓      | ✓      |
| Ms Shirley Patricia Sutton    | ✓      | ✓      | ✓      | ✓      | ✓      |
| Mr Shum John Dominic Tze-Juen | ✓      |        | ✓      | ✓      | ✓      |
| Ms Tan Hwei Lan               | ✓      |        | ✓      | ✓      | ✓      |
| Ms Trina Tan Li Lian          | ✓      | ✓      | ✓      | ✓      |        |
| Mr Whittall Matthew St Clair  | ✓      | ✓      | ✓      |        | ✓      |
| Mr Poh Ken Leong, Isaac       | ✓      |        | ✓      | ✓      |        |
| Mr Lee Yang Jeremy            |        | ✓      | ✓      | ✓      |        |

## BOARD SELF-EVALUATION

The Board conducts an evaluation once every three years.

## REMUNERATION

Number of staff in remuneration band of \$100,000 to \$200,000 in FY2025: 1

GDS Board members do not receive remuneration for their Board services. There are no paid staff serving as Board members, or are close family members of the Board members or the Head of agency, and whose remuneration exceeded \$50,000 during the financial year.

## RESERVES POLICY

GDS maintains a reserves policy to ensure our financial sustainability, continuity of services and operational stability in the event of unforeseen circumstances. Our current reserves position is 4.47 years. We will be using the funds to expand our services to our clients, re-locate to a new office and increase our advocacy and outreach efforts.

|                                                  | 2025 (\$) | 2024(\$)  |
|--------------------------------------------------|-----------|-----------|
| <b>(A) General/Unrestricted Funds (Reserves)</b> | 6,196,243 | 5,160,592 |
| <b>(B) Annual Operating Expenditure</b>          | 1,385,652 | 1,394,886 |
| <b>Ratio of Reserves</b>                         | 4.47 : 1  | 3.70 : 1  |

## CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with GDS's Conflict of Interest Policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interest on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

## WHISTLE BLOWING POLICY

GDS is committed to conducting its operations in compliance with applicable accounting requirements, financial reporting requirements, internal controls, corporate governance (including, without limitation, the code of governance for charities and institutions of a public character applicable to GDS) and any legislations and regulations relating thereto. Our whistle blowing policy aims to provide an avenue for any employee or stakeholder (such as any volunteer, supplier, service user, client and any other party with a business relationship with GDS) to raise concerns about actual, suspected or anticipated wrongdoings or improprieties in matters or concerns within GDS.



# Code of Governance Evaluation Checklist for the Year Ended 30 November 2025

| S/No.                                                                           | Code Guidelines                                                                                                                                                                                                                                                                                                                                                          | Code ID | Response           | Explanation<br><i>(if code guidelines are not complied with)</i>                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Principle 1: The charity serves its mission and achieves its objectives.</b> |                                                                                                                                                                                                                                                                                                                                                                          |         |                    |                                                                                                                                                                                                                                                                                                           |
| 1                                                                               | Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.   | 1.1     | Yes                |                                                                                                                                                                                                                                                                                                           |
| 2                                                                               | 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.<br><br>"Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.                                                                               | 1.4     | Yes                |                                                                                                                                                                                                                                                                                                           |
| <b>Principle 2: The charity has an effective Board and Management.</b>          |                                                                                                                                                                                                                                                                                                                                                                          |         |                    |                                                                                                                                                                                                                                                                                                           |
| 5                                                                               | The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.                                                                                                                                                                          | 2.1     | Yes                |                                                                                                                                                                                                                                                                                                           |
| 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:<br><br>a. Audit<br><br>b. Finance<br><br>* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment. | 2.3     | Partial Compliance | Individual Directors are assigned oversight responsibilities across core functions —namely audit, finance, programmes and services, fundraising, and human resources. The organisation does not operate Board sub-committees; all decisions are deliberated and approved collectively at the Board level. |

| S/No.                                                                  | Code Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Code ID | Response | Explanation<br>(if code guidelines are not complied with) |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------------------------------------------------------|
| <b>Principle 2: The charity has an effective Board and Management.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |          |                                                           |
| 8                                                                      | <p>Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience.</p> <p>All Board members should exercise independent judgement and act in the best interest of the charity.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2.4     | Yes      |                                                           |
| 9                                                                      | <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2.5     | Yes      |                                                           |
| 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> <p>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.</p> <p>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.</p> <p>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.</p> | 2.6     | Yes      |                                                           |
| 11                                                                     | <p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2.7     | Yes      |                                                           |
| 12                                                                     | <p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2.8     | Yes      |                                                           |

| S/No.                                                                        | Code Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Code ID                                   | Response | Explanation<br>(if code guidelines are not complied with) |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------|-----------------------------------------------------------|
| <b>Principle 2: The charity has an effective Board and Management.</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                           |          |                                                           |
| 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> <p>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.</p> <p>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 reappointed 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).</p> <p>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.</p> | <b>2.9a</b><br><b>2.9b</b><br><b>2.9c</b> | Yes      |                                                           |
| 14                                                                           | <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2.9d</b>                               | Yes      |                                                           |
| <b>Principle 3: The charity acts responsibly, fairly and with integrity.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                           |          |                                                           |
| 15                                                                           | <p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>3.1</b>                                | Yes      |                                                           |

| S/No.                                                                        | Code Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Code ID | Response | Explanation<br>(if code guidelines are not complied with) |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------------------------------------------------------|
| <b>Principle 3: The charity acts responsibly, fairly and with integrity.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |          |                                                           |
| 16                                                                           | Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.<br><br>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      |                                                           |
| <b>Principle 4: The charity is well-managed and plans for the future.</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |          |                                                           |
| 21                                                                           | Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.<br><br>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.<br><br>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:<br><br>i. Revenue and receipting policies and procedures;<br><br>ii. Procurement and payment policies and procedures; and<br><br>iii. System for the delegation of authority and limits of approval. | 4.1b    | Yes      |                                                           |

| S/No.                                                                     | Code Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Code ID | Response           | Explanation<br>(if code guidelines are not complied with) |
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| <b>Principle 4: The charity is well-managed and plans for the future.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |         |                    |                                                           |
| 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                                                                        | <p>Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> <li>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</li> <li>b. Board strategies, functions, and responsibilities;</li> <li>c. Employment practices;</li> <li>d. Volunteer Management*;</li> <li>e. Finances;</li> <li>f. Information Technology (IT) including data privacy management and cyber-security;</li> <li>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</li> <li>h. Service or quality standards; and</li> <li>i. Other key areas such as fund-raising and data protection.</li> </ul> <p>*"Volunteer Management" in Principle 4 of the Code and item 25 of the Governance Evaluation Checklist (GEC) refer to a set of guidelines and procedures to effectively recruit, engage, develop and retain volunteers of the charity. While Board members are volunteers, for the purpose of this Code and GEC only, it does not include management of 'Board members' which will be covered in other sections.</p> | 4.4     | Partial Compliance | We are in the process of implementing (f).                |
| 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                |                                                           |

| S/No.                                                          | Code Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Code ID | Response | Explanation<br>(if code guidelines are not complied with) |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------------------------------------------------------|
| <b>Principle 5: The charity is accountable and transparent</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |          |                                                           |
| 28                                                             | Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on.                                                                                                                                                                                                                                                       | 5.1     | Yes      |                                                           |
| 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<br><br>a. Number of Board meetings in the year; and<br><br>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      |                                                           |

| S/No.                                                                             | Code Guidelines                                                                                                                                                                                                                                                                                                                             | Code ID | Response | Explanation<br>(if code guidelines are not complied with) |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|-----------------------------------------------------------|
| <b>Principle 5: The charity is accountable and transparent</b>                    |                                                                                                                                                                                                                                                                                                                                             |         |          |                                                           |
| 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.<br><br>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      |                                                           |
| <b>Principle 6 The charity communicates actively to instil public confidence.</b> |                                                                                                                                                                                                                                                                                                                                             |         |          |                                                           |
| 36                                                                                | Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).                                              | 6.1     | 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      |                                                           |

# HOW YOU CAN HELP

Guide Dogs Singapore Ltd (GDS) is self-funded and depends largely on the generosity of individuals and companies to fund our programmes and services for our clients, ultimately enhancing their quality of life. We will be most grateful if you could support us through these ways:



## Fundraise

Organise fundraising events in support of GDS, make a personal donation, and/or encourage your employees to donate by matching their donations.



## Volunteer

Contribute your time or skills through volunteering to make a real difference in building an inclusive society for the vision impaired community.



## Advocate

Help raise awareness about the vision impaired community and guide dogs in Singapore.



Invite us to give a talk or conduct training at your school or company



Display our "Guide Dogs Are Welcome" decals and consign a donation box at your business premises



## Shop Our Merchandise

Buy our exclusive GDS merchandise. All sales proceeds go towards funding our holistic rehabilitation programmes to help our vision impaired clients regain their independence.



## Corporate Social Responsibility

Adopt our charity as your Corporate Social Responsibility partner, and witness first-hand the difference you make to the lives of our clients and their caregivers.



## Be an Inclusive Business

Make information accessible to people with vision impairment. We offer digital accessibility consultancy and user experience testing, focusing on making content accessible for people with vision impairment. Contact us to learn more.



## Offer Employment

Provide meaningful employment opportunities to job seekers with vision impairment, enabling them to be financially independent and self-sufficient.



# WAYS TO DONATE

All direct donations to GDS of minimum S\$20 are eligible for a 250% tax exemption.

## ONLINE

Making a difference has never been easier.  
Donate online with just a few clicks  
via these secure portals.

[giving.sg/gds](https://giving.sg/gds)

[guidedogs.give.asia](https://guidedogs.give.asia)

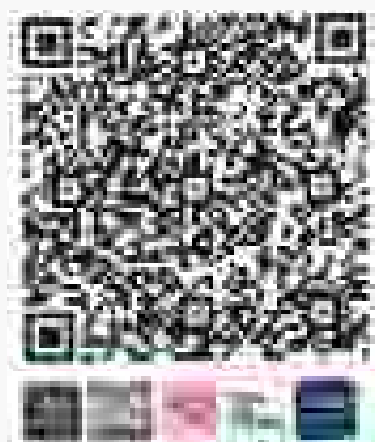
## PAYNOW

Key in GDS's  
Unique Entity Number (UEN):  
**200302260G**

Under Comments/Reference No.,  
enter your name and NRIC/UEN/FIN  
if you would like to receive tax deduction.

## SGQR CODE

Scan and donate with  
any of these payment apps.



## CHEQUE

Crossed and payable to:  
**Guide Dogs Singapore Ltd**

Mail to 20 Sin Ming Lane,  
Midview City, 02-53, S573968

Provide the following details if you  
would like to receive tax deduction:

-  Name
-  NRIC/FIN/UEN
-  Contact Number
-  Email Address/Mailing Address

## PLANNED GIVING

Making a Will is an important part of  
planning for the future and providing for  
your loved ones. Increasingly, people are  
nominating charitable causes as a  
beneficiary to make a positive impact  
beyond one's lifetime.

Contact us if you would like to know  
more about Planned Giving.

## GIFTS IN MEMORY

A gift in memory is a special way to pay  
tribute to a loved one. Your generous gift  
will support our rehabilitation programmes  
to help our clients gain independent living  
and mobility skills, and the provision of  
guide dogs to enhance their quality of life.

Contact us if you would like to know  
more about Gifts in Memory.

# CONTACT US



[www.guidedogs.org.sg](http://www.guidedogs.org.sg)



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Guide Dogs Singapore Ltd



@guidedogs\_sg



Guide Dogs Singapore Ltd



Guide Dogs Singapore Ltd



@guidedogssg

***If you know someone who can benefit from our programmes and services, please reach out to us.***

**Scan QR code to follow us on Facebook and Instagram**



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