



Annual Report 2025/2026

Blooming Together



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About TRANS Family Services

The work of TRANS Family Services (TFS) first took root in the 1970s. Currently, TFS comprises more than 110 staff and nearly 200 volunteers across six Centres.

Our Mission and Vision

- ✕ Strengthening Families Today; Resilient Generations Tomorrow.

Our Core Values

- ✕ Professionalism
- ✕ Compassion
- ✕ Passion
- ✕ Respect
- ✕ Belief in the worth of every individual

Family Service Centres (FSCs):

TRANS FSC (Bedok)
TRANS FSC (Bedok Reservoir)
TRANS FSC (Bukit Timah)

The three FSCs are located in the heart of Bedok, Bedok Reservoir, and Bukit Timah communities. They strive to support individuals and families from different levels of the community as they navigate life's uncertainties and challenges. The FSCs adopt a family-centred approach to meet the needs and build the resilience of the people they serve to weather challenges.

Strengthening Families Programme:

FAM (TRANS Family Services)

FAM (TRANS Family Services) provides counselling and other interventions to families experiencing difficulties and stress. Through upstream intervention work, the centre provides support for issues relating to conflicts and marital challenges.

Protection Specialist Centre:

TRANS SAFE Centre

TRANS SAFE Centre aims to promote safe relationships in families by providing help to survivors of abuse, persons who use violence, and family members who are affected by the abuse.

Active Ageing Centre (AAC):

TRANS FOCUS AAC

TRANS FOCUS AAC creates opportunities for seniors to age in place and lead healthy, active, and fulfilling lives.



Chairman's Message

As we reflect on the past year, we are reminded of the enduring spirit that has guided TRANS Family Services through 47 years of service. This year reaffirmed our belief that meaningful change is rooted in empathy, collaboration, and an unwavering commitment to the individuals and families we serve.

In April 2025, we launched our social media platforms on Instagram, Facebook, and LinkedIn. Since then, we have seen encouraging growth in our digital engagement. Complementing this effort was the revamp of our website, now redesigned to offer a more accessible and user-friendly experience. These initiatives strengthen our ability to reach the community and deepen our connection with stakeholders.

Following our annual Board evaluation in June, we identified the need to sharpen our strategic planning efforts. Working closely with the Management team, we conducted two workshops – first in August and subsequently in October – to refine our priorities and ensure alignment across the organisation. The second session also benefitted from the participation of additional Board members, enriching the deliberations. A significant outcome of the workshops was the formation of the Strategic Implementation Subcommittee, comprising a good mix of members of the management team and Board, that will be looking into the strategic plans of the organisation.



At our Annual General Meeting in September, Mr Chan Wing Cheong stepped down as Chairman after six years of dedicated leadership. We extend our deepest appreciation for his significant contributions, particularly in fostering a positive Board culture and working collaboratively with the Management team. We are grateful that he continues to serve as a Board member.

Our Board remains committed to continuous development. The first group of members completed the SGOOD 2.0 (Governance for Outstanding Organisation Directors) programme – developed by the Singapore Institute of Directors in collaboration with NCSS – reflecting our commitment to strong governance and meaningful community impact.

We also record our heartfelt appreciation to our outgoing CEO, Mrs Yee-Chow Choy Yin. Since joining TRANS Centre in 1991, she has played a pivotal role in shaping the organisation's evolution. Her leadership has been instrumental in pioneering initiatives, such as the elder protection work (2003), SAFE@TRANS (2007), our rebranding to TRANS Family Services (2010), the establishment of TRANS FOCUS Active Ageing Centre and Bedok Reservoir FSC (2017), and most recently FAM (TRANS) in 2022. We thank Choy Yin for her more than 34 years of dedicated service and visionary leadership, through which she has guided the organisation with clarity and unwavering purpose until her final day of service on 30 April 2026.

As we look ahead, we remain anchored in the values that have carried us thus far – innovation, collaboration, and care. Together with our staff, volunteers, and partners, we will continue working towards an inclusive community where individuals and families are seen, supported, and empowered.

Mr Dennis Tan Eng Soon
Chairman

CEO's Message

The year under review was one of resilience and renewal, marked by uncertainty and change across the sector. Despite these challenges, our team navigated with grit and determination, and continued to deliver meaningful work. Amidst the demands of our work, we also made time to celebrate milestones and recognise the contributions of our people.

The year began with a major milestone at TRANS FOCUS Active Ageing Centre in April 2025. More than 100 seniors celebrated the opening of the centre with a "Welcome Back Party", following six months of extensive renovations. The refreshed centre marks the beginning of a new chapter of energy and possibilities, reflected in the continued growth of senior membership.

In July 2025, the TFS Fun Day – our inaugural family day – brought together 300 staff and family members for a day of fun and bonding at the Universal Studios Singapore, celebrating our sense of togetherness as one big family. The Annual Dinner in September, held in appreciation of our staff and volunteers, was another heartwarming occasion with everyone under one roof, providing an opportunity to celebrate the camaraderie and collective effort.

We celebrated the achievements of two of our staff, Eleen Koh and Tan Pei Pei, who received the FSC Commendation Award from the Ministry of Social and Family Development, recognising their dedication and tireless work on the ground. The year concluded with staff sharing insights from overseas training programmes during our Social Work Day in March. These learnings will further strengthen our practice and enhance the impact of our services.

In addition, we would like to extend our sincere appreciation to our corporate partners, whose generous support has strengthened our capacity to serve the community. Of special mention would be Maybank, Rohde & Schwarz Asia Pte Ltd, and Heng Foh Tong Medical Hall.

Looking ahead, we remain committed to strengthening our work and supporting those we serve. With the dedication of our staff, volunteers, and partners, we are confident in our ability to navigate future challenges and foster a stronger community together.

Thank you.

Mrs Yee-Chow Choy Yin
Chief Executive Officer



Board Members



Dennis Tan Eng Soon
Chairman



Long Tien Ian
Vice Chairman



Karen Ng
Honorary Secretary



Edwin Chow Kong-In
Assistant
Honorary Secretary



Keith Lau Chung Ki
Honorary Treasurer



Kwan Hoi Leong
Assistant
Honorary Treasurer



Chan Wing Cheong
Committee Member



Goh Seok Wan
Committee Member



Doreen Agnes Tan
Chye Phing
Committee Member



Ruby Lee Yen Kee
Committee Member



Management



Yee-Chow Choy Yin
Chief Executive Officer



Jermaine Quek Jia-Lyn
Senior Director/Centre Director,
TRANS FSC (Bukit Timah)



Cherylene Aw Shui Mien
Senior Director/Centre Director,
FAM (TRANS Family Services)



Artika Binte Dahlan
Assistant Centre
Director,
TRANS FSC (Bedok)



Lin Yi Fen
Centre Director,
TRANS FSC
(Bedok Reservoir)



Suriana Bte
Mohd Shah
Centre Director,
TRANS SAFE Centre



Gary Soh
Kwong Heng
Centre Manager,
TRANS FOCUS AAC



Year at a Glance

FY25/26 has been a year of growth for TFS. Over the past year, the organisation expanded its reach through a range of projects, initiatives, and events, while continuing to strengthen the quality and impact of its work.

This year's Annual Report theme, 'Blooming Together', represents this journey and the collective effort of all staff, volunteers, Board members, partners, and supporters who have made this possible.

Number of cases at
Family Service Centres (FSCs)
and TRANS SAFE Centre

2,910 Cases

866 Cases

TRANS FSC (Bedok)

Top three issues:

Accommodation, Family, and Emotional

445 Cases

TRANS FSC (Bedok Reservoir)

Top three issues:

Accommodation, Emotional, and Spousal violence

844 Cases

TRANS SAFE Centre

Top three issues:

Spousal abuse, Witness to violence,
and Elder abuse

294 Cases

FAM (TRANS Family Services)

Top three issues:

Marital, Divorce (Parenting/Child management),
and Divorce (Co-parenting)

461 Cases

TRANS FSC (Bukit Timah)

Top three issues:

Family violence, Emotional, and Mental health





Number of enquiries

2,659

996

TRANS SAFE Centre

830

TRANS FSC (Bedok)

330

FAM (TRANS Family Services)

315

TRANS FSC
(Bedok Reservoir)

188

TRANS FSC
(Bukit Timah)

Over 1,047 community members were engaged through Community Work and Outreach

34

Personal Protection Order (PPO) applications facilitated

488

Seniors engaged by TRANS FOCUS AAC in FY25/26

10

Vulnerable Adults benefitted from Legal Clinic

64

Participants benefitted from Group Work



Casework and Counselling

Casework and counselling remain a core service for all three TRANS FSCs, TRANS SAFE Centre, and FAM (TRANS Family Services). Our centres use both risk and strength-based approaches in the assessment of cases. In addition, we seek to collaborate with different stakeholders in addressing the needs of the clients.

TFS walks alongside individuals and families through crisis, conflict, and change. The stories that follow, with names changed to protect their confidentiality, reflect their journeys.

It Gets Better

Ms Vicki's Story

Almost 10 years ago, Vicki went through a divorce. As a single parent with no extended family in Singapore, she was worried about supporting her daughter and herself while working full-time, and having to move house on top of it all.

"After my divorce, I struggled to accept myself. I felt I had let down my own expectations of myself in my marriage and as a wife."

Filled with anxiety and self-doubt, Vicki sought counselling at TRANS FSC (Bukit Timah) about eight years ago.

"At first, I struggled with a lack of confidence. I wasn't able to speak my mind calmly. I was triggered easily and would quickly enter my fight-or-flight mode."

Vicki, the youngest of three in a loving family, reflected that she had always deferred to authority figures and never learned how to be her real self. Through counselling, she was reminded to take care of herself, such as partaking in breathing exercises, walks, and journaling.

"Speaking with a professional counsellor is a source of clarity for me. It's like an exercise session, hard work, but after 'sweating it out' with my counsellor, I would feel good, unstuck, and more confident about my next steps."

Over several years, Vicki became better equipped to manage her triggers. "I have learned to accept myself and my situation. I've let go of my 'idealised' dreams of parenthood. Slowly, the counsellor has helped me realise there is strength in my perseverance."

"Talking to a counsellor isn't the same as talking to family and friends, who aren't trained to help you think constructively."

Finding the right fit took time. "Not every counsellor may be right for you. I gravitated towards people who were more grounded and mature – maturity isn't about age. What mattered was their personality and how they interacted with me."

Vicki started counselling expecting simply to feel better but got more than she expected. "I feel that I have 'unexpectedly' become a better parent. Counselling brought me back to basics – I was taught how to care for myself."

She felt she has not only recovered but grown. *"I feel hopeful about my life now. My priorities are clearer, even though the journey can still feel lonely and scary. But through counselling, I have learned to accept and be true to myself, to cope better, and I look forward to continuing to get more tips on how to cope."*



Rebuilding Connection Through Listening: A Mandated Divorce Support Case

Mr Alan's Story

Working with court-mandated divorce cases often means stepping into relationships shaped by deep hurt, mistrust, and unresolved conflict. In high-conflict separations, parents often hold firmly to their own version of events. Beneath the accusations often lies the pain of broken relationships and parenting without trust or shared understanding.

A father, Alan, approached TFS carrying deep frustration and heartbreak. His teenage daughter had repeatedly refused contact with him, and he was convinced it was the result of her mother's influence. Despite the effort he put into access visits, he was often met with emotional distance. Shared meals were filled with silence, and each visit left him more convinced someone else was shaping her view of him.

What Alan did not see was his daughter's own struggle. Before every visit, she would become visibly anxious, sometimes crying for hours before finding the courage to leave the house. What looked like resistance was, for her, overwhelming emotion.

Believing she had been "brainwashed", Alan often used access time to defend himself and speak negatively about her mother. The strain became too much during her O-Levels. She cut off contact completely and blocked him on WhatsApp. Alan sought legal intervention, hoping to restore contact.

When the social worker shared his daughter's perspective with him, one line changed everything:

"She is not rejecting you. She is rejecting the behaviours she experiences when she is with you."

Instead of hearing blame, Alan began reflecting on how his own behaviour had shaped her sense of safety.

Through continued facilitated conversations, he slowly shifted from assumptions to curiosity, from defending himself to listening, from seeking control to rebuilding trust. Healing did not happen overnight, but the sessions opened the door to understanding, accountability, and hope. As Alan later shared:

"We have managed to resolve some differences during the mediation process. Thank you for your patience, your advice, and most importantly, for being a listening ear."

Sometimes this work is not about fixing relationships or reuniting families – it is about creating enough safety for hard conversations and enough hope to move forward. In some families, healing begins not when people agree, but when they finally feel heard.

Online Counselling

FAM (TRANS Family Services) provides free, anonymous online counselling for marital, parenting, divorce, and family-related issues via the Online Counselling on Family Assist (OCFA) platform through live chat, audio calls, or email.

In FY25/26, FAM responded to over 200 enquiries; 38 cases received ongoing counselling support.



Group Work

Group work brings clients with similar concerns together for a series of sessions. Participants co-create solutions, learn from one another's experiences, and give and receive peer support.

Rediscovering Me English and Mandarin Programmes

TRANS FSC (Bedok Reservoir) conducted two runs of its "Rediscovering Me" elderly group work programme in 2025, building on the original 2024 pilot. The programme utilised the narrative-based "Tree of Life" approach to help seniors make sense of their life experiences.

The English-language run, Rediscovering Me 2.0, took place from April to June 2025 over seven sessions, involving five participants with four completing the programme.



Participants engaging in hands-on activities designed to bond and reflect on their life experiences



A participant performing a song for everyone

Following positive feedback, a Mandarin version, Rediscovering Me 《让我们重新认识自己!》 was introduced, from 22 August to 3 October 2025, to better engage Mandarin-speaking seniors in the community. The group drew six regular participants aged 60 to 80 over seven Friday morning sessions, from various centres across TFS.

Feedback from both groups pointed to deeper self-awareness, greater pride in their life journeys, and meaningful new friendships. The reflections reinforced the value of narrative approaches and peer support in strengthening the well-being and resilience of older adults.

Group Programme for Men Who Have Used Intimate Partner Violence (IPV)

From 29 May to 24 July 2025, TRANS SAFE Centre conducted fortnightly structured group sessions for men who had used IPV. The programme targeted adult male clients and aimed to address key risk factors and criminogenic needs associated with IPV. Grounded in Cognitive Behavioural Therapy (CBT) and Motivational Interviewing (MI), the programme focused on enhancing emotional regulation, strengthening coping skills, increasing insight into risk factors and warning signs, and promoting pro-social behaviours.

A total of three participants attended the programme. Despite the smaller group size, the format enabled deeper therapeutic engagement and greater individualised attention. Participants demonstrated improved engagement, increased insight into the relationship between thoughts, emotions, and behaviours, and early readiness for change. Improvements were also observed in emotional regulation, reduced impulsivity, and the adoption of healthier coping strategies.

SPARK: Supporting Parents in Raising Kids Group Work

Over the span of four Saturday mornings in June and August 2025, TRANS FSC (Bedok) conducted the SPARK group work for parents with children aged 11 to 13 years old, to strengthen positive parent-child relationships by fostering positive self-esteem, emotional awareness, and effective communication.

A total of five families participated in this inaugural run, comprising six adults and seven children. All the participants responded positively to the group work. Several parents shared their interest in continuing with the programme, as they benefitted greatly from the support and knowledge. Both parents and children highly recommend the group work to their friends and family.



Pizza-making session on the last day of SPARK



Combined parent-child segment to reinforce learning and promote connection between parent and child

Overall, the success of the first SPARK group work reflects the efforts of the team to deliver a psychoeducational and supportive group for parents and children, who took away invaluable memories of co-learning to foster positive and loving relationships, strengthening family ties, and building resilient generations ahead.

Meaningful Connections: Parents and Tweens Group Work



A session with parents on connecting emotionally with their children

TRANS FSC (Bukit Timah) conducted the "Meaningful Connections: Parents and Tweens" group work, to strengthen bonds between parents and their children aged 9 to 12 years old. Eight parents and five children attended the group work.

Through six sessions between 24 January to 28 February 2026, parents learned ways to better manage their children's emotions and behaviours and build stronger parent-child connections. Many parents shared invaluable takeaways, including the importance of connecting before redirecting. Concurrently, the children discovered how they could regulate their emotions and communicate their thoughts and feelings more confidently.

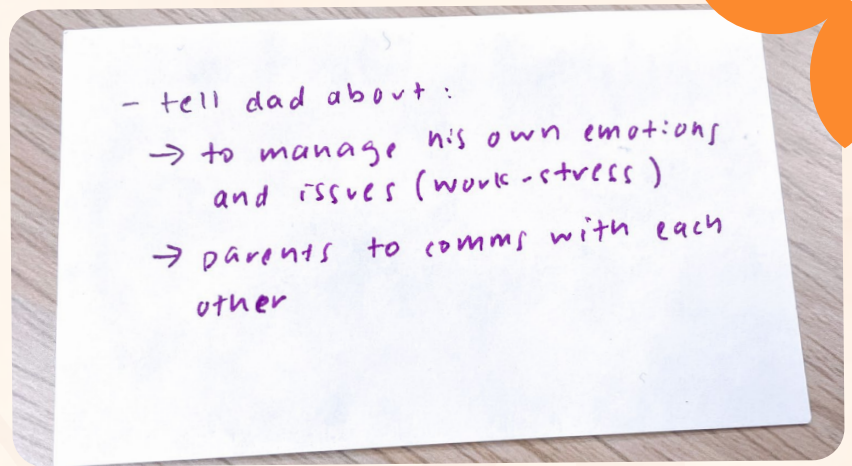
Following the successful completion of the group work, the team is excited to continue supporting families through more programmes aimed at strengthening family relationships.



Parents selecting a card to describe their parenting journey

Children-in-Between (CiB)

The Children-in-Between (CiB) programme comprises two separate group interventions – CiB Parents and CiB Children – designed to support families experiencing high-conflict divorce. CiB Parents supports parents in understanding the impact of conflict on children and strengthening co-parenting approaches, while CiB Children provides children aged 6 to 15 with a supportive environment to process and cope with the emotional challenges arising from parental separation. In FY25/26, the programme supported seven parents and two children.



A child reflecting on hopes for healthier family communication and emotional management through a problem-solving activity

The programme addressed common challenges faced by families undergoing divorce, including disagreements over children's education and caregiving responsibilities. Such experiences often contribute to emotional distress, loyalty conflicts, and feelings of guilt among children. Through facilitated discussions and activities, participants were encouraged to share their experiences, develop coping strategies, and build greater awareness of the impact of parental conflict on children's emotional well-being.

Safe Space: A Support Group for Divorced/Divorcing Women

Safe Space, a four-session support group by FAM (TRANS Family Services), was conducted from 21 February to 14 March 2026. The group brought together nine women at various stages of divorce or separation, with six participants completing the programme. The group provided a supportive environment for participants to share experiences, process emotions, and build resilience during a significant life transition that often impacts identity, relationships, and emotional well-being.

Through guided discussions and reflective activities, participants reported feeling less isolated and more equipped to understand and manage their emotional responses. Participants also shared that the group helped normalise their experiences.

Overall, the group fostered strong peer support and psychological safety. While the shorter programme format improved accessibility and encouraged initial uptake, participants also expressed interest in a longer programme, reflecting the value of sustained support throughout the divorce journey.



Facilitators leading Safe Space, a support group for women who are divorced or undergoing divorce, fostering connection, support, and shared experiences

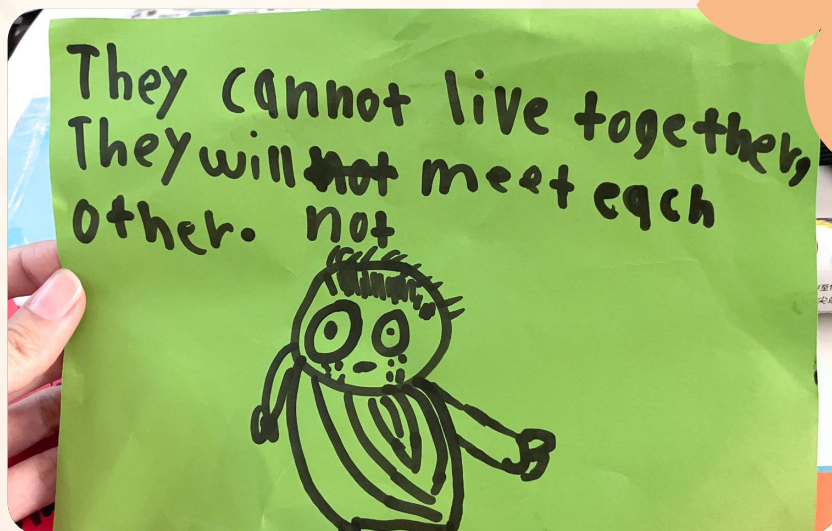
Programmes

TFS organises a range of programmes tailored to support the diverse needs of clients and communities.

Children of Divorce Intervention Programme (CODIP)

Held from 2 to 4 June 2025 in collaboration with FAM (Care Corner) and FAM (Methodist Welfare Services), CODIP served three children aged 7 to 8 and six children aged 9 to 12. The programme incorporated feedback from previous participants and was redesigned from six half-day sessions into three full-day sessions.

Through activities such as drawing, role play, and reading, children were encouraged to express their feelings and experiences surrounding their parents' separation while learning coping and problem-solving skills.



A child expressing their thoughts and feelings about their parents' separation



An infographic created by CODIP facilitators based on participants' sharing, personalised to each participant's own coping and problem-solving strategies

The sessions gave children a safe space to share, and customised coping cards were provided to parents to reinforce learning at home. CODIP continues to provide an important avenue of support for children navigating the challenges of divorce by equipping them with emotional coping skills, fostering peer support, and strengthening communication.

Mandatory Co-Parenting Programme (CPP)

The CPP supports parents in navigating separation and divorce while increasing awareness of the emotional, practical, and developmental impact on themselves and their children. Attendance is compulsory for parents with children below 21 years old before filing for divorce or submitting a counterclaim. CPP combines a self-paced e-learning module with a counsellor consultation covering financial planning, housing, and co-parenting.

An additional weekly English session (raising weekly slots from 11 to 12, between September and November 2025) addressed rising demand. Following CPP, 530 parents agreed on the importance of prioritising their children's needs. The CPP continues to support and encourage parents to work collaboratively with the other parent in building cooperative and child-centred co-parenting relationships after divorce.

Community Farming



Community members harvesting together

TRANS FSC (Bedok)'s Community Farming programme provides members with a therapeutic space through nature. Over the year, members attended three City Sprouts workshops on composting, plant nutrients, and hydroponics, 18 garden maintenance sessions, and six layout planning sessions, sharing the harvests with community fridges. The members played an active role in shaping the garden, contributing ideas through six garden layout planning sessions with City Sprouts.

To address ongoing challenges of vandalism and theft in view of the garden being in an open space, a networking lunch was organised on 20 December 2025 with partners from City Sprouts, Town Council, NParks, the Residents' Network, and the Singapore Police Force. This collaborative session highlighted the community's commitment to advocating for their garden, helping to safeguard the hard work of its members.

Elder Wellness

TRANS FOCUS AAC promotes healthy ageing through active learning, mental health screening, and volunteerism. The centre also provides information and referral services for caregivers.

Empowering Active Ageing Through Partnerships

Over the past year, TRANS FOCUS AAC has been enlivened by the vibrant energy of the Toh Yi community. By embracing Ground-Up Initiatives (GUI), the centre moved beyond providing standard services to becoming a place where “ground energy” and local talents take the lead. This collaborative approach allowed for a more diverse range of programmes that directly addressed what the seniors want and need.

The partnerships bring a unique vibrancy to the centre that goes beyond the core services. These are a few highlights that GUI partners have contributed to over the past year.



Chair Yoga: Regular sessions that prioritise holistic wellness and accessibility, ensuring seniors of all mobility levels can stay active together



Tea Dance: Every quarter, an award-winning dance teacher brings grace and rhythm to the hall



K-Sing: Monthly karaoke sessions led by enthusiastic volunteer DJs



Senior National Games in collaboration with Sport Singapore: Our seniors ultimately emerging as champions in the sport stacking competition



Community potluck to conclude the fruitful year

Together, these various initiatives helped host a total of 34 sessions and successfully supported over 220 unique seniors within the centre's service boundary. The centre focused on reaching individuals who might otherwise feel isolated, providing them with a personalised touch and a trusted community.

Happy Healthy Hour (H3)

In its 12th year, H3 is a well-established programme for seniors aged 60 and above in the Bedok neighbourhood, runs on the first and second Thursday mornings each month, and is firmly anchored in fostering active ageing and social connectedness. H3 served an average of 33 seniors across 23 sessions in FY25/26.

The activities conducted under H3 are designed to support the developmental and psychosocial needs of seniors, particularly in the areas of cognitive, motor, emotional, and social well-being, which may decline with age. Through a diverse range of activities such as light exercises, crafts, festive celebrations, classic games like Bingo and Rummy'O, as well as communal gatherings and conversations, H3 seeks to cultivate a strong sense of community, inclusion, and significance among participants. In February 2026, H3 marked Total Defence Day with an intergenerational craft session with MOE Kindergarten @ Fengshan Primary School, bringing together 50 preschoolers and 34 H3 seniors.



Seniors enjoying a Lou Hei together



Happy participants with their handmade lanterns for Mid-Autumn Festival



Intergenerational bonding through craft activities

Testimonials:

"I will come (for H3) right after my medical appointments. I cannot miss it. I enjoy meeting friends and the rest (staff and volunteers). They are like family to me."

- Mdm T, H3 Senior

"I feel cared for in H3. They (staff and volunteers) visit us when we are not feeling well or when we could not attend any session."

- Mdm A, H3 Senior

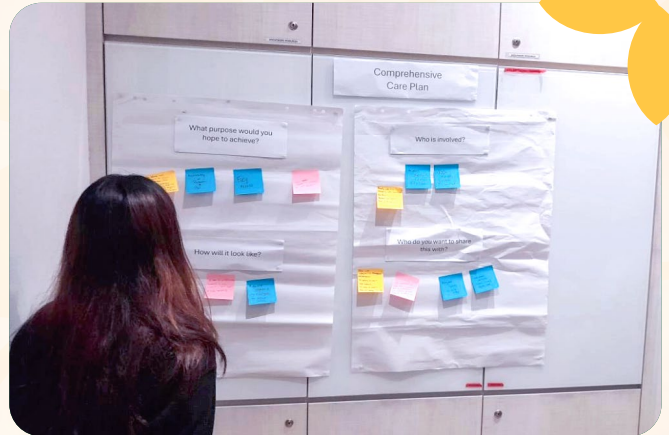
Community Work

Community work empowers individuals and groups to shape stronger, more inclusive communities, one that fosters meaningful participation and sustainable social change.

Mental Health Focus Groups: Reflections and Next Steps

TRANS FSC (Bukit Timah) conducted a shareback on 15 November 2025 for individuals who had previously participated in a Focus Group Discussion (FGD) about mental health. Facilitators presented findings from the FGD and highlighted key themes that surfaced from the sessions, such as challenges in interactions with their loved ones and navigating the mental health landscape.

At the end of the shareback, participants indicated interest in developing further support for their communities based on the topics raised and have since formed a workgroup of seven members. The project is a work-in-progress at the time of writing.



Participants brainstorming ideas for engaging the community with mental health concerns

Empress Road/Queen's Road Community Development Project

The outreach to Empress and Queen's Road expanded from earlier initiatives, including the 2024 collaboration with National University of Singapore's (NUS) Social Work students. This is timely as the area falls within the centre's service boundary yet remains relatively low in visibility.



Staff and community members discussing potential initiatives



Staff and community members taking time to connect

Initial engagement surfaced key needs, structural barriers, a weakening *kampung* spirit, and a lack of elderly-focused services, alongside significant untapped community resources.

Building on these insights, outreach continued through 2025 and into 2026, connecting with 12 passionate community members keen to support isolated seniors. These relationships have fostered greater solidarity and opened opportunities for resident-led ground-up efforts. TRANS FSC (Bukit Timah) will continue engaging the community to co-develop sustainable ways to support seniors and strengthen social connectedness.

Men with Suicidality

TRANS FSC (Bukit Timah) has been developing a men's community group. This began with the Men in the Mirror talk in October 2024 which explored societal expectations and pressures on men as well as their impact. A men's support group was formed, with the aim of providing a safe space for men to share their experiences and hear from others about navigating and negotiating the male experience.

Since December 2025, the team has moved into the next phase of the men's community development project. In this phase, the team hopes to connect one-on-one with male clients who have had past or current experiences with suicidality, to learn more about their stories, lived experiences, and hopes for the future. The conversations will help inform future development of programmes that will serve men who experience suicidality.

Project 609A

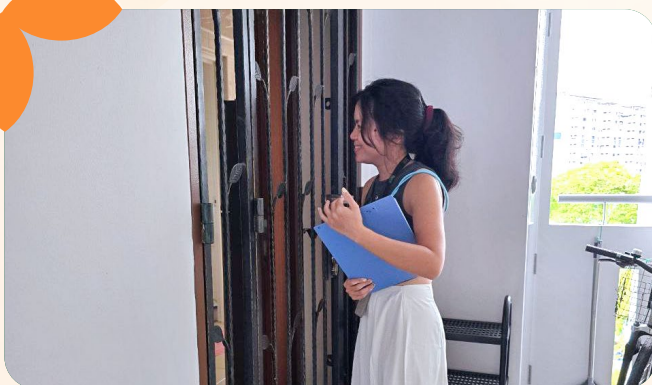


Floor party with staff and residents

Block 609A Bedok Reservoir Road is a block of studio apartment flats predominantly occupied by elderly residents, whom TRANS FSC (Bedok Reservoir) has engaged for the past nine years. In January 2026, a two-week initiative reassessed residents' needs and community assets. It started with a half-day staff training session on 12 January 2026, followed by door-to-door outreach that same afternoon.



Sharing with residents about the FSC's services



Door-to-door outreach to residents of Block 609A

Two floor parties were then held at the void deck on 17 and 20 January 2026, inviting residents to share their concerns, interests, and ideas for the community. A total of 13 residents attended, giving the team valuable insights for future efforts, including engaging male elderly residents on the concept of leaving behind a "legacy", to be held in April 2026.

Community Events and Outreach

Through community events and targeted engagement, TFS builds awareness, fosters trust, and connects those in need with the right services, strengthening relationships that enable earlier identification of needs and timely support.

Hari Raya Event 2025

On 17 April 2025, TRANS FSC (Bedok Reservoir) organised its Hari Raya event for Muslim participants at Heartbeat@Bedok. This marked the first time the celebration was held at such a large venue, as it had only taken place at the void deck before. The event brought together 48 individuals from 15 families, 17 staff, and four volunteers for a warm and inclusive festive celebration.



Excitement about Hari Raya Trivia



A child getting a henna design done

Designed to foster family bonding and community connection, the evening engaged families – many with young children – through cultural and interactive activities, such as traditional games like five stones and *chapteh*, and a craft session where families decorated their own *duit raya* packets to represent their identity. The evening concluded with a lucky draw and group photo-taking, giving clients and their families meaningful opportunities to connect and share positive experiences together.

Engagement Booth for Mother's Day Event at Heartbeat@Bedok

On 10 May 2025, TRANS FSC (Bedok Reservoir) participated in a Mother's Day community event organised by Kampong Chai Chee Constituency Office. The team set up an engagement booth, where members of the public participated in a spin-the-wheel activity featuring topics related to counselling, social work, and Family Service Centre services.

Through one-on-one conversations and dissemination of brochures, the team raised awareness of available services, clarified the scope of programmes, and addressed misconceptions about help-seeking.

The encouraging response from members of the public who expressed interest in understanding the role of Family Service Centres highlights the importance of continued community outreach.



Our team ready to start the event with smiles

Outreach at Fengshan Community Club

TRANS FSC (Bedok) was invited to set up a community engagement booth at the Eat, Play, Live Together! Event on 30 August 2025, organised by Enabling Service Hub at Tampines (ESH@Tampines). The event was designed to bring together families, residents, and community stakeholders to foster stronger bonds through fun, inclusive, and engaging activities that celebrate diversity and promote understanding of different abilities.

The engagement booth shared information about TFS programmes, such as Community Farming, and reached out to over 200 residents, raising awareness of the various Family Service Centre services.



Staff preparing the booth for the start of event

SUSS #MindCheck Event



#MindCheck 2025

In September 2025, TRANS FSC (Bukit Timah) collaborated with Singapore University of Social Sciences (SUSS) to conduct an online mental health screening for students, as part of an annual school-wide event to promote mental health wellness. The screening aimed to reduce stigma and foster a sense of belonging in the school community. Six students participated, each guided by a staff member.

Students reported a positive experience, appreciating the safe space to share openly and gain coping strategies. Both TRANS FSC (Bukit Timah) and SUSS value the partnership and hope to continue future collaborations.

Parenting Talk – Beyond the Rat Race (5Cs): Embracing a More Meaningful Definition of Success

Following positive feedback from a March 2025 parenting talk, TRANS FSC (Bukit Timah) held a second round virtually for 20 participants on 1 November 2025, exploring the pressures parents face and introducing alternative perspectives on success that support children's resilience and well-being.

Participants reflected on broadening the traditional Singaporean "5Cs" to include career, community, connection, and contentment, and were encouraged to reframe failures as growth opportunities. A key theme was balancing a child's "becoming"; their future aspirations, with their "being"; valuing who they are in the present, including their emotions, interests, and individuality.

Participants left with greater awareness that success can be defined differently by each family and may evolve over time.



Presenters of the Parenting Talk

Grow-Rassic Together! A Family Day at the Gardens

On 3 December 2025, TRANS FSC (Bedok) organised a family outing to Gardens by the Bay under the Gift of Gardens Programme, bringing together nine families, alongside two volunteers and three staff members.

Families were given access to both the Cloud Forest and Flower Dome conservatories, where they took part in guided activities through an activity booklet designed to encourage positive shared experiences and collaborative participation.

Parents were also encouraged to engage their children in conversations about future aspirations and activities they hoped to experience together as a family. Each family received a printed family portrait to commemorate the occasion.



A mother and child enjoying a quiet moment in nature

Feedback was highly positive, with families expressing appreciation for the opportunity to bond and create shared memories. Parents shared that the outing allowed them to learn new things as a family and facilitated more meaningful conversations with their children, while volunteers reflected positively on witnessing the children become more open and engaged with their parents.

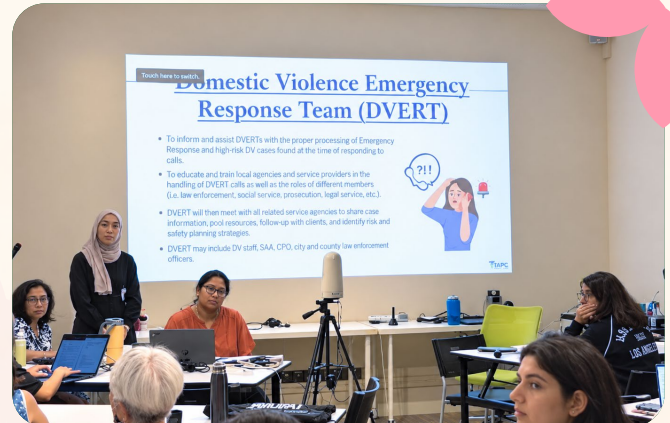
Building Capabilities

Building capabilities strengthens the social service ecosystem beyond TFS. Through training, knowledge sharing, and collaborative learning, TFS equips staff, students, and community partners with the skills and confidence to respond to emerging needs, enhancing the quality and impact of support for clients and communities.

AWARE Helpline Volunteer Training

On 15 April 2025, TRANS SAFE Centre conducted a training session for AWARE volunteer help-liners to strengthen their capacity to identify, assess, and respond to family violence cases. The training covered the dynamics and forms of abuse, power and control patterns, and factors that may prevent survivors from leaving abusive relationships.

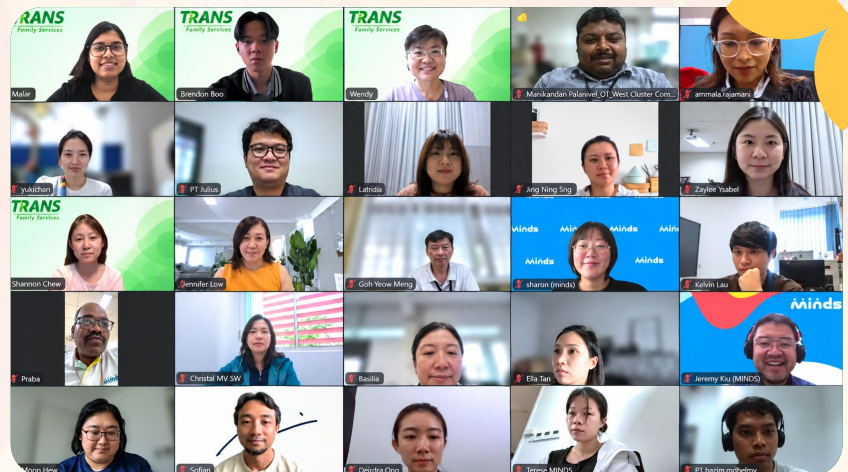
Participants were introduced to key intervention pathways in Singapore, including the Domestic Violence Emergency Response Team (DVERT) and Personal Protection Orders. Participants demonstrated increased confidence in recognising family violence indicators and responding in a supportive and safety-focused manner.



Familiarising volunteers with resources

Trauma-Informed Care for Persons with Intellectual Disability

In October 2025, TFS ran a two-part online training series for MINDS on trauma-informed care for persons with intellectual disability, drawing 109 participants for Session 1 (3 October) and 87 participants for Session 2 (24 October), including psychologists, social workers, and occupational therapists.



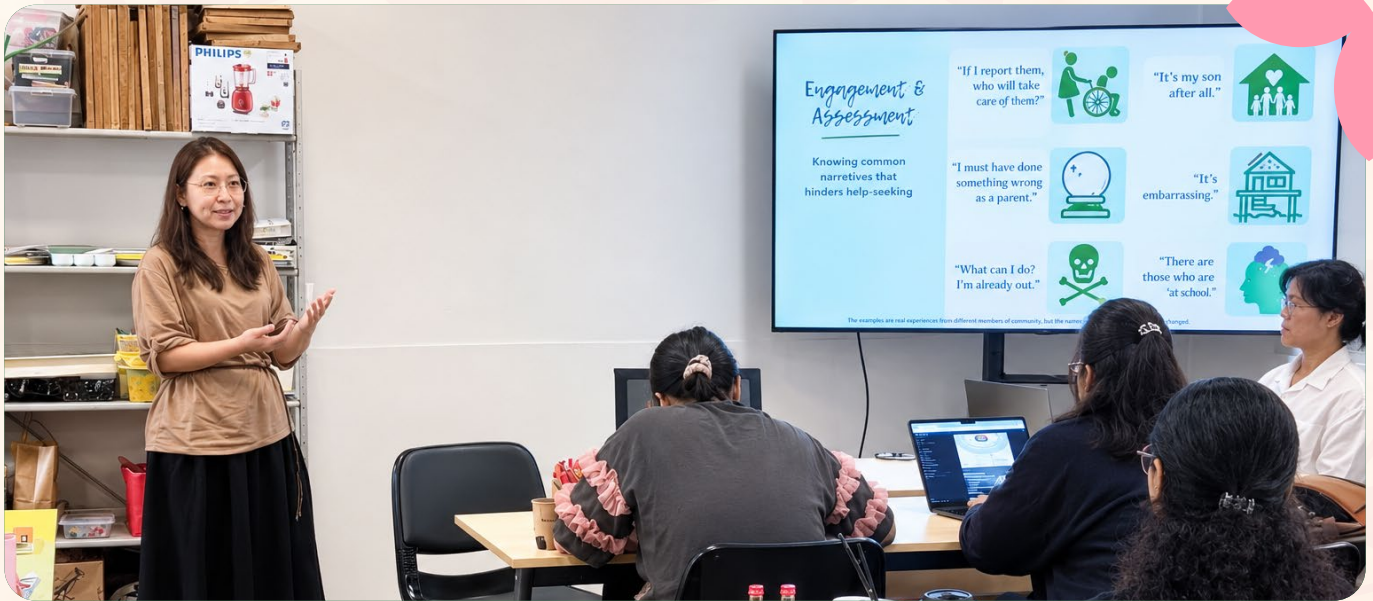
TFS facilitators together with participants from MINDS

This was the first training organised for MINDS, following their request for TFS' expertise in trauma-informed practice. Conducted via Zoom, the series covered key principles of trauma-informed care and how they apply when working with persons with intellectual disability, their caregivers, and the wider support system around them.

A total of 79% of participants reported greater confidence applying trauma-informed principles, reflecting growing interest in strengthening trauma-informed practice across the disability sector.

Elder Abuse Workshop for LASALLE Art Therapy Masters Students

On 23 October 2025, TRANS SAFE Centre conducted a workshop for 17 students from LASALLE's Master's in Art Therapy programme. The workshop aimed to build awareness of elder abuse, offer insight into the complexity of cases managed, and equip future practitioners with knowledge of both legislative and clinical interventions, helping students develop a more nuanced understanding of working with elderly clients and responding to abuse in practice.



TRANS SAFE staff sharing on Elder Abuse

Elder Abuse Awareness Talk

In November 2025, TRANS SAFE Centre conducted an Elder Abuse Awareness Talk in Mandarin for 14 seniors at Montfort Care's Goodlife AAC.

The session aimed to raise awareness of elder abuse, support participants in recognising warning signs, and provide information on available support services. Participants were also encouraged to look out for peers who may be experiencing difficulties and to seek help when needed.



TRANS SAFE staff conducting a Mandarin version of the programme



Role-play during workshop

This outreach effort contributes to strengthening community awareness, promoting early identification, and encouraging help-seeking behaviours among seniors.

SUSS Service Learning

The collaboration between TRANS FSC (Bukit Timah) and SUSS students from the Service-Learning module NIE301 Learning with Communities aimed to co-develop a community event or activity.

On 22 January 2026, TRANS FSC (Bukit Timah) facilitated a community walk for students to observe the environment in Empress and Queen's Road, particularly the physical assets and spaces, local economies, and institutions. Students also had the opportunity to engage directly with community connectors, enabling them to better understand both the needs and existing resources within the community.



Staff sharing on the community development project at Empress and Queen's Road

Students worked to develop proposed initiatives, which were then presented to the staff for feedback. This process encouraged students to include community perspectives, and to consider how their ideas can meaningfully contribute to the community in a sustainable way. The students' project is ongoing, with actual implementation scheduled for June 2026.



Volunteers and SUSS students participating in a community walk



Sharing a social work perspective on understanding and managing children's intense emotions and challenging behaviours within the home environment

Parent Engagement Forum

A social worker from TRANS FSC (Bedok Reservoir) participated as a panellist in a Parent Engagement Forum organised by Red Swastika School on 30 January 2026. The panel, "Understanding Your Child's Behaviour: When and How to Support Your Child", brought together different mental health professionals to offer parents a more holistic understanding of the challenges children may face and the various ways they can be supported both at home and in school.

The forum encouraged open and supportive conversations between parents, children, and professionals, and highlighted the importance of early support, empathy, and collaborative caregiving in nurturing children's development and resilience. Available community resources and support services were also introduced as an avenue for parents to seek timely assistance and guidance when needed.

Volunteer Development

Volunteers play a key role in the multifaceted work of TFS. They are not peripheral to social work practice but are an instrumental part of asset and capacity building with people and communities.

Launch of Befriending Programme

In 2025, TFS continued to grow the Befriending Programme, which seeks to reduce social isolation and provide positive support and guidance to children and seniors in our community.

Building on the momentum of the inaugural training in January 2025, two additional rounds of full-day befriender training were conducted in January and August 2025.

Through the programme, 11 children and seven seniors were successfully matched with volunteer befrienders.

By journeying alongside their befriendees through regular interactions and meaningful conversations, the befrienders help foster social connections, encourage personal growth, and provide a reliable source of support.

As the programme continues to develop, TFS is encouraged by the dedication of the volunteers and the positive relationships that have been cultivated. We look forward to welcoming more befrienders and expanding our reach in the years ahead.

Some testimonials from our befriendees:

"We always look forward to spending time with Cloe. Whether it's dancing, making TikTok videos, sharing about our day, learning English, or going cycling during the holidays, she makes every activity enjoyable and meaningful."

- Two befriendees, aged 10 and 13

"Eunice has a different role in my life compared to my school counsellor and caseworker. I appreciate having different trusted adults around me because each of them supports me in their own way."

- A 12-year-old befriender

"Janelle cares for me much like a teacher would, but in a more personal way. Unlike teachers in school who are often busy, I get dedicated one-on-one time with her, which makes me feel comfortable and supported."

- A 12-year-old befriender

Staff and Volunteer Annual Dinner

On 26 September 2025, TFS welcomed staff and volunteers to its annual Staff and Volunteer Dinner, a special evening dedicated to celebrating the people who make the work possible.

The theme, "*Fruitful Together – Lettuce Celebrate!*", provided an opportunity for staff and volunteers to connect, reflect on shared achievements, and strengthen the relationships that support the mission. TFS is grateful to all who joined and contributed to making the evening a memorable one, and we look forward to continuing our journey of serving individuals and families together.



TFS group photo during the Annual Dinner

Volunteer Engagement Lunch



Group sharing on their volunteering experiences

On 17 January 2026, TFS hosted the Volunteer Engagement Lunch, bringing together volunteers for a morning of laughter, learning, and appreciation. The event was planned and hosted by volunteers, reflecting their ownership and commitment to building a vibrant volunteer community.

For the first time, volunteers were invited to bring a family member or friend, creating a more inclusive atmosphere. Participants took part in icebreakers and a TFS history quiz, alongside a sharing session on the organisation's work and upcoming volunteering opportunities.

The highlight was a volunteer panel, where experienced volunteers shared their journeys and reflections on serving with TFS, offering encouragement to fellow volunteers and highlighting volunteering's impact on both service users and volunteers alike.

Partnerships

Partnerships play an integral role in delivering meaningful and sustainable support to the community. With the support of corporate and community partners, TFS is able to leverage diverse strengths, resources, and expertise to better meet the needs of individuals and families.

Project R.I.C.E.+ 2025

In 2025, TRANS FSC (Bedok) and TRANS FSC (Bedok Reservoir) collaborated with the Singapore Red Cross (SRC) in support of Project R.I.C.E.+. This flagship initiative from SRC is a nationwide annual collection and distribution drive that assists low-income families, elderly persons living alone, and individuals facing financial difficulties.

On 28 June 2025, TRANS FSC (Bedok Reservoir) served a total of 77 families, collecting a total of 461 bundles which consisted of food, cooking sets, and personal care items.



TRANS FSC (Bedok) staff and volunteers in good spirits before the distribution of care packs

On 16 August 2025 at TRANS FSC (Bedok), staff and volunteers distributed 839 care packs across six customised package categories to more than 100 individuals and families.

Each care pack contained rice alongside essential household provisions, such as cooking oil, canned food, toiletries, and cleaning products. Beyond addressing immediate practical needs, the initiative also reflected the community's continued care, solidarity, and support for vulnerable residents during challenging times.

Partnership with Go With The Motion Singapore

Since August 2025, TRANS FSC (Bedok Reservoir) has partnered with Go With The Motion, a non-profit organisation providing last-mile adult sanitary essentials, to support low-income households caring for elderly family members with continence needs. Each household receives two packets of adult diapers monthly, helping to ease the financial strain.

The initiative has supported six households to date and has provided practical relief to clients and caregivers managing ongoing caregiving responsibilities.

East Region Practice Work Group

Since its formation in April 2025, the East Region Practice Work Group, comprising partners from TFS, Youth Guidance Outreach Services, Montfort Care, Thye Hua Kwan Moral Charities, and Persatuan Pemudi Islam Singapura, has provided a robust platform for agencies to align practice directions, share ground-level insights, and strengthen collective readiness for the sector's upcoming regionalisation.



Practitioners forming the East Region Practice Work Group

Convening bi-monthly, the group has fostered substantive cross-agency learning and collaboration, enabling partners to identify common challenges and explore more coordinated and responsive approaches to serving communities in the East.

At a session hosted by TFS on 13 November 2025, the group deepened this work through the sharing of practical approaches to service and programme development and needs assessment. Insights from participating agencies were consolidated to develop a shared set of considerations that reflects the diverse needs of the communities served. These collective efforts are laying the groundwork for practical guidelines to support more informed, responsive, and community-centred service development across the East region.



Children learning to take photos in the garden

Collaboration with EtonHouse Community Fund

On 23 November 2025, in collaboration with the EtonHouse Community Fund (ECF), TRANS FSC (Bedok Reservoir) and TRANS FSC (Bedok) jointly organised a children's outing. Held at EtonHouse Garden School by the Bay and Gardens by the Bay, the programme brought together 15 children, six parents, and seven staff members for a day of learning and family bonding.

Children aged 7 to 12 participated in a Photo Explorer Workshop, where they learned basic photography skills during the session. Concurrently, the parents attended a parenting workshop facilitated by TRANS FSC (Bedok Reservoir).

The programme concluded with a visit to the Flower Dome and Cloud Forest, with tickets sponsored by ECF. The feedback was positive, with most children reporting high satisfaction with the programme. Parents also found the workshop meaningful and appreciated the opportunity to learn and share experiences with fellow parents.



Children learning about dinosaurs at Gardens by the Bay

Christmas Project with Rohde & Schwarz Asia

On 20 December 2025, TFS collaborated with Rohde & Schwarz (R&S) Asia to celebrate the festive season with a joyful Christmas party for 85 families.

Families enjoyed a range of festive highlights, including an entertaining balloon show, and the much-anticipated arrival of Santa Claus, who delighted children with personalised Christmas gifts generously donated by R&S Asia staff.



Staff and volunteers from across TFS and donors from R&S Asia



Balloon performer entertaining children

The celebration was further enriched by the involvement of seniors from TRANS FOCUS AAC, who facilitated engaging games, such as frisbee, memory challenge, and bowling, creating meaningful opportunities for intergenerational bonding. The event was also graced by Senior Minister of State and Grassroots Adviser Mr Tan Kiat How, who extended his heartfelt festive well-wishes to the families.

TFS extends its sincere appreciation to the staff of R&S Asia for the generous sponsorship of 100 Christmas presents for children, as well as dedicated staff and volunteers, whose collective support and contributions made the celebration a meaningful and memorable one.

Recognition and Award



In 2025, our Lead Social Workers Tan Pei Pei and Eleen Koh received the FSC Commendation Award from the Ministry of Social and Family Development for their outstanding contributions to the community.

Pei Pei, from TRANS FSC (Bedok), is known for her decade-long dedication to seniors, having co-founded the Happy Healthy Hour (H3) programme in 2013. She is also recognised for her steady handling of complex cases, including years of sustained work with a highly vulnerable client, where her calm, consistent presence anchored both client and community partners. Balancing a full caseload with supervisory duties and her continued involvement in H3, Pei Pei's work reflects the heart of social work practice at TFS.

Eleen, from TRANS FSC (Bedok Reservoir), skilfully manages complex cases involving risk and safety concerns. She has earned her clients' trust through professionalism and empathy while continually building her expertise in advanced counselling approaches like Emotionally Focused Therapy. She also pioneered the standardisation of group work supervision across all TFS centres, leading a cross-agency team to develop a structured supervision framework that has since strengthened clinical confidence and service quality organisation-wide.

How has working at the FSC made a difference in your life?

Pei Pei: It has shown me that positive change does not happen alone. It takes collaboration, patience, and mutual support. I have also learned so much from the families we serve; their resilience, humour, and wisdom constantly remind me to stay grounded and to appreciate the simple things in life.

Eleen: It has taught me about humanity – to see people beyond their labels and circumstances, to appreciate their complexities and diversities, to honour their strengths and capabilities, and to recognise the quiet victories that emerge when we meet people where they are and provide space for healing and growth.



Eleen (left) and Pei Pei (right)

Testimonial from one of Eleen's clients

- Mdm N

"For the past six years, Eleen from TRANS FSC (Bedok Reservoir) has journeyed alongside my family and me as our social worker. While there may be limitations to what she can do within her role, I have always appreciated that she consistently does her utmost to support us. Her steady presence has been a source of comfort as I navigate the challenges of caring for my family.

What stands out most is the genuine care, patience, and acceptance she has shown towards my older son, who has Attention-Deficit/Hyperactivity Disorder (ADHD), Asperger's Syndrome, and Oppositional Defiant Disorder (ODD).

Despite his behavioural challenges and encounters with the law, Eleen has never treated him with judgment or avoidance. Instead, she has always engaged him warmly and respectfully, which has meant a great deal to us.

Eleen also recognised my son's artistic talent and encouraged him to design a card that was later used in the organisation's volunteer appreciation efforts. That opportunity gave him a tremendous sense of pride and confidence, and it would not have happened without her encouragement and belief in him.

I am deeply grateful for Eleen's support over the years. While there may not have been any grand gestures, it is her small, consistent acts of kindness and her warm, accepting presence that have made a meaningful difference to our family."



Voices of TFS

These voices from our staff reflect how hope is strengthened by the people around us.



Staff and their families outside Universal Studios Singapore for TFS Fun Day 2025

"My family inspires hope by reminding me that, even during difficult seasons, compassion and being present for one another make a difference. Their understanding of the demands of my work and their unwavering support give me the resilience to continue what I do. They also keep me grounded, inspiring me to support my clients with the same understanding, compassion, and hope."

- Dewi, Senior Social Worker

"Social work is never something we do alone. Having colleagues who are willing to listen after difficult sessions, supervisors who challenge and encourage my growth, and partners who work collaboratively with us, has given me the confidence to navigate complex situations. Their trust and willingness to share knowledge have helped me see that even when progress feels slow, small and consistent efforts can make a meaningful difference."

- Eleanor, Social Worker

"Being able to process my thoughts without feeling judged often brings clarity and helps me look at situations from a different perspective. I've come to realise that many of us already have the answers within us; we just need the right people to help us uncover them. This has inspired hope in my work and reminds me that, sometimes, the most meaningful thing we can offer isn't advice, but being heard with thoughtful questions and safety for others to discover their inner wisdom."

- Huda, Social Worker

"Working in a small team, my colleagues provide valuable emotional support when I face difficulties with the seniors. They also give me insights into their character and mindset, helping me to relate better with the elderly. I would have failed in my challenges without them, I'm truly grateful for them!"

- Matthew, Programme Executive

"Our clients often look to us for hope when navigating their crisis. But there are times where we run out of hope ourselves. Thus, we lean on our colleagues and supervisors to borrow some hope from them."

- Rui Xing, Counsellor

"My colleagues create a supportive environment where we learn from one another and work through challenges together. Our volunteers remind me of the strength of community support, and these experiences keep me grounded, motivated, and committed to supporting the families we serve."

- Pei Pei, Lead Social Worker

Staff Listing

Names are listed alphabetically and not in photo order.

Corporate Services:

Aileen Kwek Eng Ai, Chan Ler Sin, Chow Choy Yin, Lee You, Gloria Thong En Yu, Loei Lay See, Ngui Li Yeh



TRANS FSC (Bedok):

Ainina Hajir Adha Binte Abdul Manaf, Artika Bte Dahlan, Belle Tan Shu Wenn, Clarissa Sim Yen Ling, Eleanor Oei Ying Hsia, Eunice Yeo Su Yin, Evelyn Tee Yu Ting, Halimatus Sa'adiah Binte Jasmi, Huda Lee Pei Chen, Jamie Ang Hui Hsien, Jessica Yeo Huishi, Lee Yin Yin, Madeline Tan Li Xin, Melissa Xiu Lin De Souza, Muhammad Hamizan Danial Bin Abdul Amid, Ng Seok Wah, Norashikin Bte Mohd Yusoff, Nur Ashikin Binte Razali, Nur Iriani Binte Saiman, Nurul Faizzah Binte Mohd Azmi, Pang Rou Wei, Quek Pearl Ning, Sandra Lim Yi Pei, Tan Pei Pei, Ting Wa Ying, Yeo Rui Xing



TRANS FSC (Bedok Reservoir):

Ahmad Zaki Bin Mohamed Khalid, Benjamin Chua Chong Rui, Chan Wan Jing, Corine Quek Joo Ee, Emily Chan Ka Yan, Genevieve Chow Kyet Moi, Glorianne Thng, Kenneth Auw Zhiwei, Lin Yifen, Nasim Hannah Binte Mohamed Rafi, Nur Syahirah Binti Idris, Nurhayati Binte Salam, Pauline Sim Hui Fen, Quan Yuan Li, Soh Pei Shan, Syaza Umairah Binte Ismail, Tammy Soh Yuyan



Practice and Service Development:

Clarissa Sim Yen Ling, Pauline Sim Hui Fen, Quek Pearl Ning





TRANS FSC (Bukit Timah):

Cyrus Chua He Rong, Dorothy Ng Toh Poon, Fif Phan Kiah Gek, Geraldine Ng Zhi Xin, Goh Guat Tiang, Goh Hui Qi, Jason Tan Jui Bang, Jermaine Quek Jia-Lyn, Kevin Lam Jian Ming, Kevin Wong Tung Hou, Kulapattra Margaret Tay Chongwen, Oh Wai Ching, Pereira Chriselda Rose, Puthumalar D/O Ganesan, Victoire Kwek Shu Yi, Wendy Yeo Poh Choo

TRANS FOCUS AAC:

Eileen Chua Hui Lee, Gary Soh Kwong Heng, Lina Binte Abdul Aziz, Matthew Tan Wei Jie



TRANS SAFE Centre:

Alesha Ann Jevanathan, Elijah Xu Hao'en, Ezekiel Jeevan S/O Sathasivam, Grace How Mei Hui, Hilliyah Binte Haron, Jaslyn Tan Kuan Miang, Nafisah Bte Abdul Wahab, Natasha Putri Firman Misson, Ng Wei Xin, Nithiya D/O Bala Subramaniam, Nur Aqilah Binte Mohamed Faizall, Nurul Hannah Bte Azman, Ong Hui Sim, Shannon Chew Yue Yin, Sim Jia Hsu, Siti Nurfajrina Bte Mohd Noor, Sunitha D/O Gunasekaran, Suriana Bte Mohamad Shah



FAM (TRANS Family Services):

Abirami D/O Subramaniam, Alicia Koh Ai Pei, Cherylene Aw Shui Mien, Eileen Koh, Hannah Mok Meng Yan, Intrisaridewi Binte Ali, Joy Tan Li Jun, Kirti Prakash Dodani, Lau Wan Ling, Nur Amirah Binte Abdul Latiff, Nur Azhana Binte Razali, Nur Litta Binte Nur Muhammad, Nurhayati Binte Hassim, Rachel Choe Wei Fung, Shaikh Mohamed Reza Bin Mohamed Bamasri, Tay Puay San, Wiing Liu Peiying, Wong Mei Toon



Public Disclosure

Details of Board members, including their attendance at Board meetings for FY25/26, are as follows:

Name and Occupation	Current Position	Date Joined Board	Attendance in FY25/26
Dennis Tan Eng Soon Retired	Chairman (Appointed on 17 Sep 2025)	20 Sep 2023	6/6
Long Tien Ian Investment Officer, Pavilion Capital International Pte Ltd	Vice-Chairman (Appointed on 17 Sep 2025)	20 Sep 2023	5/6
Karen Ng Executive Assistant, Visy Singapore Headquarters Pte Ltd	Honorary Secretary (Appointed on 17 Sep 2025)	20 Sep 2023	5/6
Edwin Chow Kong-In Vice President for Industrials & New Ventures, Accuron Technologies	Asst Honorary Secretary (Appointed on 17 Sep 2025)	27 Aug 2009	2/6
Keith Lau Chung Ki Retired	Honorary Treasurer (Joined Board and appointed on 17 Sep 2025)	17 Sep 2025	3/3
Kwan Hoi Leong Year Head Lower Primary, Wellington Primary School	Asst Honorary Treasurer (Appointed on 20 Sep 2023)	24 Jun 1997	6/6
Chan Wing Cheong Professor, Singapore Management University	Board Member	2 Sep 2014	5/6
Doreen Agnes Tan Chye Phing Senior Vice President of APAC HR Group, Allied World Assurance	Board Member	15 Sep 2021	6/6
Ruby Lee Yen Kee Co-Director of SMU Pro Bono Centre, Singapore Management University	Board Member	24 Nov 2021	4/6
Goh Seok Wan Adjunct Lecturer, National Institute of Early Childhood Education	Board Member	28 Aug 2019	4/6

HR Subcommittee	Services Subcommittee	Volunteer Management Subcommittee
Goh Seok Wan Doreen Tan Soh Hwee Yan	Chan Wing Cheong Lilian Mark Ruby Lee Jenny Bong Oh Wai Ching	Kwan Hoi Leong Karen Ng Arina Lim

A total of six Board meetings were held in FY25/26 on the following dates:

- | | |
|----------------|----------------|
| 1. 30 Apr 2025 | 4. 17 Sep 2025 |
| 2. 18 Jun 2025 | 5. 29 Nov 2025 |
| 3. 20 Aug 2025 | 6. 23 Feb 2026 |

The AGM was held on 17 Sep 2025.

Some members of the Board have served for more than 10 consecutive years. Finding committed volunteers with the right motivations, values, and skill sets to serve on the Board has been a constant challenge. Nonetheless, recruitment and renewal of Board members will continue to be one of the areas of focus for the Organisation.

The Conflict of Interest Policy of TRANS Family Services helps to identify and manage potential areas of conflict. All Board members and employees undertake annually to comply with the Organisation's Conflict of Interest Policy which stipulates that they must act in the best interest of the Organisation when performing their duties on behalf of the Organisation.

TRANS Family Services employees generally shall not accept any employment, directorship, or external appointments without the written consent of the Chief Executive Officer (CEO). A process is in place for employees to clarify with their Supervisor or Centre Director when in doubt. Any potential areas of conflict of interest must be declared in writing when seeking the approval of the CEO. The CEO was appointed on 10 Nov 2016.

No paid staff, who is a close family member of the Executive Head or a governing board member of the Organisation, has received remuneration exceeding \$50,000 during the financial year.

Acknowledgements

List

TFS extends its heartfelt appreciation to the following for their support of individuals and families in need.

- | | | |
|--|--|--|
| ✕ Agency for Integrated Care | ✕ Majlis Ugama Islam Singapura (MUIS) | ✕ Social Service Office @ Queenstown |
| ✕ AWARE Singapore | ✕ Maybank Singapore | ✕ South East Community Development Council |
| ✕ Bukit Timah Community Centre | ✕ Methodist Girls School (Primary) | ✕ Southhaven II MCST |
| ✕ Cake Avenue Pte Ltd | ✕ Ministry of Social and Family Development of Singapore | ✕ Sport Singapore |
| ✕ Changi General Hospital | ✕ MOE Kindergarten @ Fengshan Primary School | ✕ Study Pals |
| ✕ Chua Chu Kang Primary School | ✕ Montfort Care | ✕ Thye Hua Kwan Moral Charities |
| ✕ City Sprouts | ✕ Mount Alvenia Hospital | ✕ Toh Yi Residents Network |
| ✕ Community Psychology Hub | ✕ National Council of Social Service | ✕ Ulu Pandan Community Centre |
| ✕ Cornerstone Community Services | ✕ National Parks Board | ✕ Youth Guidance Outreach Services |
| ✕ Damai Primary School | ✕ National University Hospital System | |
| ✕ Enabling Services Hub | ✕ North East Community Development Council | |
| ✕ Etiqa Insurance | ✕ Persatuan Pemudi Islam Singapura | |
| ✕ EtonHouse Community Fund Limited | ✕ Rohde & Schwarz Asia | |
| ✕ Family Justice Court | ✕ Roxy Foundation | |
| ✕ Fengshan Constituency Office | ✕ Sherwood Towers MCST | |
| ✕ Gardens by the Bay | ✕ Silver Generation Office | |
| ✕ Go with the Motion | ✕ Singapore Police Force (Bedok NPC) | |
| ✕ GoodLife Studio (Bedok)-Montfort AAC | ✕ Singapore Police Force (Bukit Panjang NPC) | |
| ✕ Helping Joy Limited | ✕ Singapore Police Force (Bukit Timah NPC) | |
| ✕ Heng Foh Tong | ✕ Singapore Police Force (Clementi NPC) | |
| ✕ Hoover Park Neighbourhood Committee | ✕ Singapore Red Cross | |
| ✕ Housing Development Board | ✕ Singapore University of Social Sciences | |
| ✕ Kampong Chai Chee Constituency Office | ✕ Social Service Office @ Bedok | |
| ✕ Kampong Chai Chee Rainbow Ville Residents' Network | ✕ Social Service Office @ Geylang Serai | |
| ✕ Lee Foundation | | |

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