



Celebrating
115



**Touching Lives, Lifting Spirits,
Nurturing Community Champions**

ANNUAL REPORT 2017





MISSION STATEMENT

YMCA of Singapore is a volunteer-based Christian organisation that seeks to serve and impact all members of the community regardless of race, language or religion, through programmes, services and enterprises to develop the body, mind and spirit.

CORE VALUES

COMPASSION

To recognise the needs of others especially the last, the lost and the least, then take action to help

SERVANT LEADERSHIP

To desire to serve first, then to make the conscious choice to take the lead to act

HONESTY

To speak and embody the truth, to act and to be worthy of trust, and to have integrity in making sure our choices (decisions and actions) are in line with our Christian values

ACCOUNTABILITY

To be accountable for our behaviour and our actions in meeting our obligations

RESPECT

To treat others as we would have them treat us and to value the worth of every person

EXCELLENCE

To strive for best practices

YMCA of Singapore (UEN: S61SS0045E) is registered with the Registry of Societies since 12 April 1961. The Association is a registered charity under the Charities Act since 26 November 1985 and recognised as an Institution of a Public Character by the Commissioner of Charities.

YMCA of Singapore is a member of the following organisations:

- People's Association
- National Council of Churches of Singapore
- National Council of Social Service
- National Youth Council

Contents

President's Message	3
2017 Year in Review	4

Who we are

Board of Directors & Advisory Council	6
Organisational Structure	8
Management Team	9
Committees	10

What we do

Community Programmes.....	12
Youth Leadership & Development Programmes	22
Care Programmes	32
Learning Programmes	38
Membership Programmes.....	46
Hospitality Services	56
YMCA Clubs	60
Fundraising Events.....	65
International Fellowship & Relations.....	66
Thanksgiving.....	68
Corporate Governance	70
Policies.....	73
Financial Information	77



President's Message



Dear Members and Friends,

2017 marked the 115th anniversary of the YMCA of Singapore. We give thanks to God for His amazing grace and for the many opportunities to serve in a stable and safe Singapore, helping people to develop in body, mind and spirit. Our Programmes remain at the core of our mission even as we continue to find ways to optimise and grow our social enterprises.

21 VWO partners put aside their valuable time to join us at a special luncheon on 6 November 2017, where our former Patron-in-Chief, Dr Tony Tan Keng Yam, very kindly graced the occasion as Guest-of-Honour. YMCA is grateful to our VWO partners for their deep friendship and for extending their hands to serve the disadvantaged and distressed together through our programmes. The 13 structured programmes organised by YMCA continue to see active participation from many volunteers. And the dedication and passion with which these community champions give of their time and service is a constant source of motivation to my YMCA colleagues and me. Indeed, this

special combination of volunteers and platforms that match the community's needs is as worthy a mission today as it was at any point in time in our history.

On 9 November 2017 we held a thanksgiving service at the beautiful premises in Wesley Methodist Church and we thank our Chaplain Reverend Stanley Chua for his uplifting encouragement and reminders to continue in faithful service to the community. At the thanksgiving dinner that followed, many friends from the local community were joined by friends of our extended YMCA family from overseas and we were honoured to have Ms Joan Pereira, Member of Parliament for Tanjong Pagar GRC join us as Guest-of-Honour.

We are honoured and very happy that President Halimah Yacob has accepted our invitation to be our Patron-in-Chief. My fellow volunteers and staff of the YMCA will continue to constantly review and check that our programmes remain purpose-driven and is of positive impact to the community as we move forward.

We are grateful for our social enterprises and endeavor to operate in a manner that is aligned with our core values.

As part of our continuous effort to make a good return from the gift handed to us through the many years, our International Hostel building will undergo refurbishments and will initiate new guest services moving forward, to enhance the guest experience and give our guests a memorable stay.

On the education social enterprise front, we have started our first two kindergarten care centres and a new community-based student care in January 2018. And the customer base served by our student care centres continues to grow steadily. Meanwhile, Management is also embarking on initiatives to reposition the services of the YMCA School to meet changing needs of students, but in a way that remains aligned with our core values and mission.

We will also be embarking on a new partnership with the University of the West of Scotland to offer a holistic education experience through undergraduate and postgraduate programmes. We will continue to deepen and nurture our long-standing partnership with University of Strathclyde through the MBA programme.

2018 will be another year filled with events and programmes. We are once again grateful for our donors, sponsors and partners whose support give us encouragement and optimism as we move ahead into another year. We continue to look forward to the special privilege to serve the community in Singapore, including all the volunteers and emerging community champions who seek to nurture a cohesive and strong Singapore.

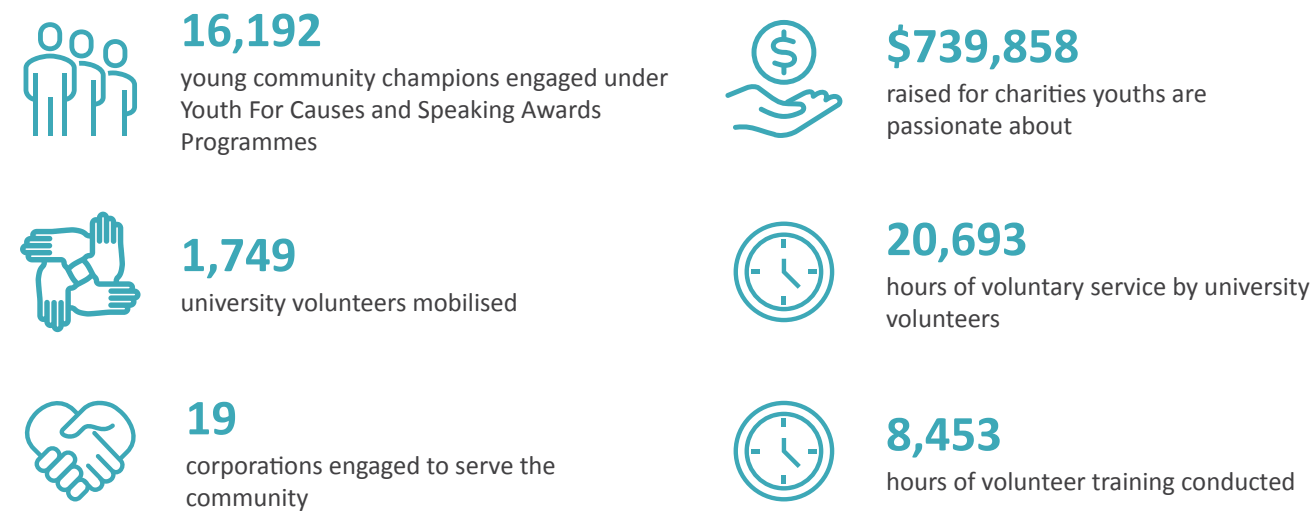
In His Service,
Leslie Wong
President

2017 Year in Review

Community Programmes



Youth Leadership & Development Programmes



Care Programmes



217

children attended YMCA's Child Development Centres



21

Student Care Centres



2,128

students nurtured through YMCA's Student Care Centres



3

Child Development Centres

Learning Programmes



49

students enrolled in tuition and enrichment classes



139

students enrolled in YMCA School



872

students participated in the study tour



162

students enrolled in YMCA Higher Education's MBA programme

Membership Programmes



5,310

YMCA members



1,273

participants in outdoor and adventure programmes



1,381

subscriptions in fitness and dance

Hospitality Programmes



69,709

guests stayed at YMCA International House



87%

occupancy rate

PATRON IN CHIEF

Her Excellency
Mdm Halimah Yacob
President of the Republic of Singapore

OFFICE BEARERS

Mr Leslie Wong Kin Wah
President

Mr Ooi Boon Hoe
Vice President

Mr Albert Ching Liang Heng
Vice President

Mr Bryan Tan Suan Tiu
Honorary Secretary

Mr Tan Eng Beng
Honorary Treasurer

EXECUTIVE COMMITTEE

Mr Leslie Wong Kin Wah
President

Mr Ooi Boon Hoe
Vice President

Mr Albert Ching Liang Heng
Vice President

Mr Bryan Tan Suan Tiu
Honorary Secretary

Mr Tan Eng Beng
Honorary Treasurer

Ms Koh Shaw Luan
Member

BOARD TRUSTEES

Mr Lee Liat Cheng
Mr Cecil V R Wong
Mr David Wong Cheong Fook
Mr Tay Puan Siong

HONORARY LIFE MEMBERS

Mr Shaw Vee Meng
Mr Harold Shaw
Dr Robert Loh Choo Kiat
(deceased Jan 2017)
Mr Cecil V R Wong
Dr Tony Tan Keng Yam

HONORARY CHAPLAINS

Rev Stanley Chua
*Pastor-in-Charge,
Wesley Methodist Church*
Rev Dr Peter Poon
*Interim Moderator,
Orchard Road Presbyterian Church*

HONORARY LEGAL COUNSELS

Mr Peter Sim Swee Yam
Mr Laurence John Wee

BANKERS

Citibank
DBS

AUDITOR

Kreston David Yeung PAC

Board of Directors



Mr Leslie Wong Kin Wah
President



Mr Ooi Boon Hoe
Vice President



Mr Albert Ching Liang Heng
Vice President



Mr Samuel Chan Wei Mun



Mr Steven Chia Oon Seet



Mr Ho Chee Hon



Mr Thomas Pramotedham



Mrs Magdalene Sik Swee Hiang



Mr Tam Chee Chong



Mr Teo Zi-Ming



Mr Vincent Ha Kwang Yuen
(co-opted)



Mr Kenneth Tan Chih-Sien
(co-opted)

YMCA Advisory Council



Mr Bryan Tan Suan Tiu
Honorary Secretary



Mr Tan Eng Beng
Honorary Treasurer



Mr S Dhanabalan
Chairman



Mr Andrew Ang, PBM



Ms Koh Shaw Luan



Ms Loo Tze Lui



Mr Khoo Boon Hui,
PPA, PBS, PJG



Mr Jonathan Larsen



Ms Cynthia Tan Guan Hiang



Mr Teo Eng Cheong



Mr Lee Liat Cheng, BBM



Mr Tan Gee Paw, PPA, PJG



Mr Gerald Tay Jingyan
(co-opted)



Mr Adrian Tay Juncheng
(co-opted)

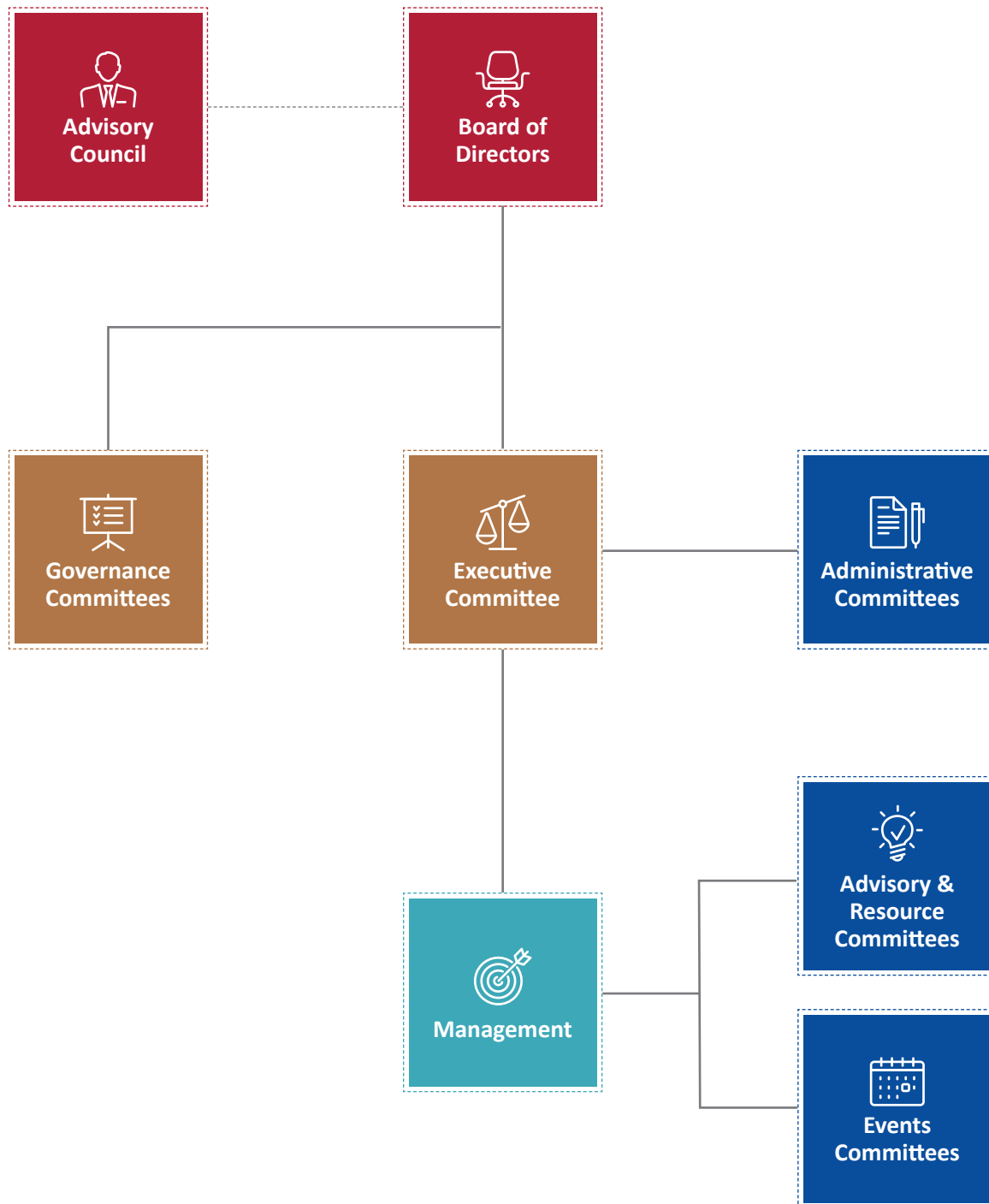


Mrs Mildred Tan, BBM



Mr Tay Puan Siong, JP, PBM

Organisational Structure



Management Team

SENIOR MANAGEMENT

Mr Lo Chee Wen
General Secretary

Ms Lynette Yeo
*Assistant General Secretary,
Social Enterprises*

Mr Joseph Chow
*General Manager,
International House*

Ms Yap Lai Ping
*General Manager,
Human Resources & Administration*

Ms Karen Wee
*General Manager,
Programmes*

Mr Tan Heng Khuan
*General Manager,
Finance*

SOCIAL ENTERPRISES

Mrs Helen Tan
*Superintendent, YMCA School &
Principal, YMCA Learning Centre*

Mr William Tan
*Principal,
YMCA School*

Mr Joe Heng
*Head,
Higher Education & Business Development*

Ms Guo Weimin
*Head,
Student Care / Kindergarten Care*

Ms Mabel Chia
*Cluster Principal,
Child Development Centres*

Ms Elsie Kwow
*Senior Manager,
Marketing & Events*

PROGRAMMES

Mr Andrew Leo
*Assistant General Manager,
Programmes*

Mr Victor Poh
*Senior Manager,
Domestic Programmes*

Mr Shanon Lim
*Assistant Manager,
Project Bridge*

Ms Sharon Chan
*Assistant Manager,
Youth Development Programmes*

CORPORATE SERVICES

Mr Kok Toong Keong
*Senior Manager,
Finance*

Ms Claris Oon
*Senior Manager,
Human Resources & Administration*

Mr Leong Peng Mun
*Manager,
Information Technology*

Ms Mabel Wong
*Manager,
Corporate Communications*

Committees

GOVERNANCE COMMITTEES

AUDIT COMMITTEE

Mr Teo Eng Cheong
(Chairman)
Mr David Wong
Mr Tan Eng Beng (Ex-Officio)

NOMINATIONS COMMITTEE

Ms Cynthia Tan (Chairman)
Mr Teo Eng Cheong (Co-Chair)
Mr Samuel Chan
Mr Tay Puan Shiong
Mr Eric Teng
Mr Lo Chee Wen (Secretariat)

STAFF COMMITTEE

Ms Koh Shaw Luan (Chairman)
Mr Albert Ching
Mr Stephen Loh
Mrs Magdalene Sik
Mr Lakshmi Narayanan
Ms Karen Chou
Ms Yap Lai Ping (Secretariat)

ADMINISTRATIVE COMMITTEES

IT COMMITTEE

Mr Thomas Pramotedham
(Chairman)
Mr Jason Chin
Mr William Hioe
Mr Victor Yeo
Dr Thomas Choong
Mr Leon Ng
Mr Leong Peng Mun
(Secretariat)

INVESTMENT COMMITTEE

Mr Samuel Chan (Chairman)
Dr Thomas Choong
Ms Loo Tze Lui
Mr Tan Eng Beng (Ex-officio)
Mr Colin Chen
Mr Tan Heng Khuan
(Secretariat)

TENDER COMMITTEE

Mr Samuel Chan (Chairman)
Mr Chew Kwee San
Mr Bryan Tan
Mr Tan Eng Beng (Ex-officio)
Mr Tan Heng Khuan
(Secretariat)

YMCA EDUCATION CENTRE ACADEMIC & EXAMINATION BOARD

Mr Andrew Chew (Chairman)
Mrs Helen Tan (Secretary)
Dr Christina Ratnam
Mrs Irene Tay - Koh Chye Choo
Dr Yap Meen Sheng
Mr William Tan
Mr Joe Heng
Mr Amos
(Only Examination Board)
Ms Lynette Yeo (Secretariat)

YMCA FACES COMMITTEE

Mr Steven Chia (Chairman)
Ms Loo Tze Lui
Ms Tan Sze Wee
Mr Quek Kwang Yong
Ms Eunice Tan
Dr Chong Kian Tai
Ms Ronda Ng Doswell
Ms Melissa Khoo
Ms Low Suk Ling
Mr Victor Poh (Secretariat)

YMCA-NUS BUSINESS SCHOOL VOLUNTEER SERVICE MANAGEMENT PROGRAMME COMMITTEE

Mr Albert Ching (Chairman)
Mr Peter Tay
Prof Albert Teo (NUS Biz Sch)
Mr Edward Lee
Dr Anne Marie Guitierrez
Ms Gracelyn Ho
Mr Chua Hung Meng
(NUS Biz Sch)
Mr Steven Yeo (NUS Biz Sch)
Ms Karen Wee (Secretariat)

ADVISORY & RESOURCE COMMITTEES

EDUCATION COMMITTEE

Mr Kenneth Tan (Co-Chair)
Mrs Magdalene Sik
(Vice-Chair)
Mrs Chan Jee Kun
Mrs Susan Chan
Mr Andrew Chew
Ms Carolyn Lints
Mrs Irene Tay - Koh Chye Choo
Ms Lynette Yeo (Secretariat)

PROGRAMMES COMMITTEE

Mr Bryan Tan (Chairman)
Ms Cynthia Tan
Mr Samuel Chan
Mr Wayne Tan
Ms Abigail Chan
Ms Susan Low
Mr Thomas Pramotedham
(Observer)
Mr Ivan Lim (Observer)
Ms Karen Wee (Secretariat)

YMCA INTERNATIONAL HOUSE COMMITTEE

Mr Ooi Boon Hoe (Chairman)
Mr Lee Liat Cheng
Mr Peter Sim
Mr Choe Peng Sum
Mr Derrick Kuek
Mr Tan Eng Beng
Mr Kenneth Kominski
Mr Joseph Chow (Secretariat)

YMCA PROJECT BRIDGE COMMITTEE

Mr Stephen Loh (Chairman)
Mr Eric Teng
Mr Lee Liat Cheng
Mr David Wong
Mr Edward Ong
Ms Packiam Williams
Mr Teo Zi-Ming
Mr Adrian Tay
Mr Shanon Lim (Secretariat)

EVENTS COMMITTEES

11TH YMCA MANDARIN SPEAKING AWARDS COMMITTEE

Mr Kenneth Tan (Chairman)
Mr Toh Teck Wang
Ms Lim Geok Leng
Mr Ma Poh How
Ms Jennifer Yin
Ms Trudy Loh
Ms Wong Lee Jeng
Mrs Lim Ler Chew
Ms Jean Chai (Secretariat)

31ST YMCA PLAIN ENGLISH SPEAKING AWARDS COMMITTEE

Mr Bryan Tan (Chairman)
Mr Simon Charles Reynolds
Ms Bozena Rupnik
Ms Jennifer Yin
Ms Lim Geok Leng
Mr John Tan
Ms Yeo Si Hwee
Mrs Vimala Alexander
Ms Trudy Loh
Ms Loo Tze Lui
Ms Jean Chai (Secretariat)

18TH YMCA CHARITY GOLF 2017 COMMITTEE

Mr Ee Kuo Ren (Chairman)
Ms Jean Chan
Mr Peter Tay
Mr Gerald Tay
Ms Annie Lin
Dr Thomas Choong
Mr Evan Sim (Secretariat)

CITI-YMCA YOUTH FOR CAUSES 2017 COMMITTEE

Mr Ho Chee Hon (Chairman)
Mr Adam Rahman
Ms Jacquelyn Tan
Mr Thomas Pramotedham
Mr Leslie Wong
Mr Benjamin Tan
Mr Owen Hawkes
Ms Ong Ee Ing
Mr Andrew Leo (Secretariat)

CITI-YMCA YOUTH FOR CAUSES 2017 SELECTION & AWARDS COMMITTEE

Mr Thomas Pramotedham
(Chairman)
Ms Caroline Loke
Ms Ng Hau Yee
Dr Ting See Ho
Mr Andrew Leo (Secretariat)

YMCA GIVING GALA 2017 COMMITTEE

Ms Cynthia Tan (Chairman)
Mr Peter Tay
Mr Eric Teng
Mr Ooi Boon Hoe
Mr Stephen Loh
Mr Ivan Koh
Ms Gracelyn Ho
Mr Gerald Tay
Ms Karen Wee (Secretariat)

UNIVERSITY-YMCA**UNI-Y NANYANG TECHNOLOGICAL UNIVERSITY EXECUTIVE COMMITTEE**

Ms Ong Lay Peng Annabelle
(President)
Mr Jovin Leong Ren Han
(Vice-President)
Ms Lim Yu Jing
(Vice-President)
Ms Joycelyn Teo Li Ting
(Vice-President)
Mr Justin Peh Zhao Dong
Mr Dillon Chia Jia Ming
Ms Seak Jing Rong
Mr Goh Bao Sheng
Ms Loy Si Yin
Ms Shea Ang Ying Fei
Mr Joel Mak Tse Hoi
Ms Aggie Lai Ching Mun
Mr Leslie Lai Boon Hao

UNI-Y NATIONAL UNIVERSITY OF SINGAPORE EXECUTIVE COMMITTEE

Mr Matthew Hou Juin Hui
(President)
Mr Chen Chaoqun
(Vice-President)
Ms Ong Shu Qing Julia
(Vice-President)
Ms Annora Choong Sii Munn
(Vice-President)
Mr Rapaka Bharat
Ms Hsieh Han En
Ms Cherry Wee Li Chern
Mr Yeo Chin Wee Kenneth
Ms Stephanie Gunawan
Ms Kezia Neo Hui Ting
Mr Lew Yan Zhi, Isaac
Ms Goh Jia Yi Clairia
Mr Shawn Koh Ern Yi
Ms Ng Choo Jing
Mr Lai Ze Ting, Nicholas

UNI-Y SINGAPORE MANAGEMENT UNIVERSITY EXECUTIVE COMMITTEE

Ms Lynette Chang Yu Bin
(President)
Mr Cher Wee Siang, Calvin
(Vice-President)
Mr See Jing Han Xavier
(Vice-President)
Mr Jason Leung Jia Jian
(Vice-President)
Ms Tam Jie Qi
Ms Hsu En Yang Alexia
Ms Elizabeth Ching Shu Min
Ms Michelle Lim Si Jia
Ms Tan Peng Peng
Ms Lye Yao Sui
Ms Li Yuan
Ms Cheryl Lum Pui Yee
Ms Koh Zhi Ying Cheryl
Ms Tay Ning Sing Esther
Mr Sherwin Tesalonika Thie
Ms Goh Hui Ting

Y COMMUNITY SERVICE CLUB SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN EXECUTIVE COMMITTEE

Ms Lim Shi Ying Candice
(President)
Ms Abbott Rebekah Mei'en
(Vice-President)
Ms Athalye Surabhi Sachin
Mr Joshia Seam
Ms Low Si Hong

YMCA CLUBS**INTERNATIONAL Y'S MEN'S CLUB OF SINGAPORE (ALPHA CHAPTER)**

Mr Ivan Koh (President)
Mr Daniel Ng (Vice-President)
Ms Patricia Lim
(Hon. Secretary)
Mr David Lua (Hon. Treasurer)
Rev Dr P J John
(Christian Emphasis)
Ms Susan Low
(Community Service)
Mr Lee Liat Cheng (Fellowship)
Mr Edward Ong (Leadership Training & Development)
Mr James Tan (Membership)
Ms Chan Soon Sim
(Programme)
Mr Peter Tay (Projects)
Ms John Yap (Publicity/Media)
Mr Freddie Lee
(Sports & Recreation)
Mr Jason Lee (Youth)
Ms Doris Moh (World Outlook)

SINGAPORE MANDARIN (YMCA) TOASTMASTERS CLUB

Mr Low Hong Liang (President)
Mr Ian Lim (Vice-President)
Ms Chen Jin (Vice-President)
Mr Lawrence Lee
(Vice-President)
Ms Suzanne Loh (Secretary)
Ms Zhang Ling (Treasurer)
Mr Nicholas Wan
(Sergeant-at-Arms)

YMCA ENGLISH TOASTMASTERS CLUB

Ms Suzanne Loh (President)
Mr Frank Shamila Perera
(Vice-President, Education)
Ms Chloe Chan
(Vice-President, Membership)
Ms Anna Goh
(Vice-President, Public Relations)
Ms Dara Au (Treasurer)
Ms Chee Lian Di
(Assistant Treasurer)
Ms Abinaya N (Secretary)
Ms Roshni Kapur
(Assistant Secretary)
Mr Noel Aljecera
(Sergeant-at-Arms)
Mr Arun Sharma
(Immediate Past President)
Mr Ernest Chen (Club Adviser)
Mr Chew Ban Seng
(Club Adviser)

YMCA FOLK DANCE GROUP

Mr Michael Kitara Tay
(Chairman from Jan till May 2017)
Ms Carrie Chen
(Chairman from May 2017 till present)
Ms Donica Aw
(Hon. Secretary)
Ms Quek Swee Choo
(Asst. Hon. Secretary)
Ms Charlotte Tok
(Hon. Treasurer)
Ms Juliana Tay
(Asst. Hon. Treasurer)
Ms Grace Lee
Ms Amy Lee
Ms Ros Cheong

As stipulated in the YMCA Constitution, President and General Secretary of YMCA of Singapore are ex-officios in all YMCA Committees. The above committees are appointed for the period of 2017/2018.



Community Programmes

Nurturing volunteers to serve
beneficiaries from local and
international communities





YMCA-TAN CHIN TUAN COMMUNITY SERVICE PROGRAMMES

Putting love into action, the YMCA-Tan Chin Tuan Community Service Programmes seek to fulfil a dual purpose of reaching out to a wide range of beneficiaries and inspiring volunteers to take on the mantle of leadership in serving the community.



“Communicating with people with special needs or disabilities helps me to learn about how much patience, love and care I can give to another person.”

Pearlyn Chua
Volunteer Leader, YMCA-Tan Chin Tuan
Community Service Programmes



“I like it here so much, this is my second house. I like to have art class. I’ve been here for nine years.”

Yong Qiao Qi
Member, YMCA Special Talents,
Arts and Recreation Society

At a glance



9,307
beneficiaries



6,676
volunteers



39,630
hours of voluntary service



13
structured programmes



372
activities

A photograph of three young people in a workshop or classroom setting. On the left, a young man in a school uniform is writing on a chalkboard. In the center, a young woman wearing a baseball cap and a jacket is looking at the board. On the right, another young person is partially visible, looking towards the board. The chalkboard has some handwritten text, including "got an apple", "every of the", and "one should do". The entire image is overlaid with a semi-transparent red filter.

YMCA INTERNATIONAL SERVICE PROGRAMMES

Through the YMCA International Service Programmes, YMCA of Singapore aims to provide a service to less-privileged communities by organising community development projects focused on improving healthcare, education, infrastructural improvement, sustainability, conservation and capacity building. By participating in these projects and gaining new perspectives, volunteers are empowered to step up and make a positive change to society, be it at home or overseas.



“In life, love and care are important. That’s why you should serve your neighbours and community as much as you can.”

Kay Thew Win
Secretary, Youth Department, Myanmar YMCA



“During a trip to Cambodia, I sprained my ankle. The principal of the school that we were serving noticed that I was limping and she personally bandaged my ankle. I felt embarrassed, especially when she changed the bandages for me every single day. The first thought that came into my mind was ‘Why did she do that?’. She explained that we love others by serving, and as the principal, she has to lead by example. Through this, I learned a very valuable lesson on humility and serving others and it has motivated me to do likewise.”

Abigail Chan
Volunteer Leader,
YMCA International Service Programmes

At a glance



14,062
beneficiaries



1,136
volunteers



88,946
hours of voluntary service



55
trips



7
volunteer training and
sharing sessions



10
countries

A group of people, mostly seen from behind, are walking on a paved street. They are wearing white t-shirts with the text "I SUPPORT SECOND CHANCES" printed on the back. In the background, a high-security prison with multiple tiers of barbed wire is visible under a clear sky. The entire image has a reddish-orange tint.

YMCA FACES

The YMCA Financial Assistance and Capability for Employment Scheme (FACES) extends short-term emergency financial aid to needy families and provides meaningful work training opportunities for individuals with special needs. YMCA works closely with various Family Service Centres which would help to identify and refer families in need of urgent financial assistance. These families include those who require immediate financial assistance or who do not qualify for existing financial assistance schemes.



“The funding has given our clients from prison a head start towards their reintegration after the release from prison and before getting their first pay. It also helps to alleviate the financial burden of the inmates’ families as many of them are usually the main breadwinners before incarceration.”

Lim Siew Tin
Registered Social Worker, CarePrison



“I’m thankful to be supported by YMCA. With this assistance, it lightens our financial burden and my family is able to meet our basic needs more adequately. Especially my children, they are able to focus better on their studies.”

Ter Bee Ha
Client, Cheng San Family Service Centre

At a glance



\$18,962
disbursed



Y M C A PROJECT BRIDGE

YMCA Project Bridge reaches out to out-of-school youths and youths-at-risk with the mission help them return to school or integrate them back into society through meaningful programmes and activities. The current programmes under YMCA Project Bridge include the Youth Centre activities, Enhanced Step-Up programme and the Vocational and Soft Skills Programme.

To enrich their lives and help them improve on their social skills, youths at YMCA Project Bridge are given opportunities to serve in YMCA community service programmes, attend adventure and sports camps and participate in enrichment programmes.



“The youths are just like a blank canvas, you can feel the fire in them. All we got to do is to give them the opportunity, right mentorship and coaching, and they will be able to shine.”

Monica Tan
Principal, Kimage Hairdressing School



“On many occasions, I wanted to give up. But with the support and encouragement of my friends and the chefs, I am glad I persevered and completed the course.”

Wan Nurfaizlina Bte Mohamad Faiza
Graduate, YMCA Vocational and Soft Skills Programme

At a glance



554
youths reached



6,024
hours in counselling/intervention
& engagement for youth-at-risk



212
volunteers



1,693
hours of voluntary service



Youth Leadership & Development Programmes

Empowering current and future
youth to be servant leaders and
community champions

YMCA
Proms
@ the Park

TEXAS
HOOPS





Y M C A SPEAKING AWARDS

The YMCA Speaking Awards are national level speaking competitions designed to develop critical thinking and speaking skills among our youths. Experiential learning trips are incorporated to encourage our youths' involvement in civic and social activities. By supporting their growth in engagement and communication with each other, the competition aims to groom active citizens and future leaders of Singapore.



"It was the discomfort that motivated me to participate in this competition, because I believe true growth occurs when we overcome discomfort and personal barriers."

Muhammad Shazuan Bin Shiraj Abdullah
1st Runner-Up,
31st YMCA Plain English Speaking Awards 2017



"While we want nothing but the best for our children, we must constantly remind ourselves that we do not own them. We are simply agents or tools to help them grow and thrive. We can do this by providing them with opportunities such as the Speaking Awards to learn and grow."

Jasmine Koenig
Mother of Ryan Koenig, Champion,
11th YMCA Mandarin Speaking Awards 2017

At a glance

31st YMCA Plain English Speaking Awards 2017 30 June – 29 September



494
participants from



133
participating schools

11th YMCA Mandarin Speaking Awards 2017 21 March – 26 May



277
participants from



78
participating schools



CITI-YMCA YOUTH FOR CAUSES

Funded by Citi Foundation, Citi-YMCA Youth For Causes (YFC) is a catalyst to promote social entrepreneurship and community leadership development among Singapore youths. The YFC programme empowers participants to be the masters of their own project, working closely with VWOs in Singapore, and gaining first-hand experience in organising events to champion a social cause. Students get to learn lessons outside of the classrooms to spark their entrepreneurial spirit, and be developed into socially responsible community leaders.



“At a food donation drive, there was an old lady who was eager to donate food and brought so many cans. She even slept at the doorstep just so she could be the first one to pass us the food. I found that really inspiring as it taught me that even with what little we have, we can still learn to give freely.”

Jocelyn Yeo
Alumnus, Citi-YMCA Youth For Causes



“As a teacher, we help to improve the students’ ideas and make it more realistic and achievable. The challenge is to create a safe space for them, and yet wanting them to step out of their boundaries. My role is to maintain that balance and help them achieve success so that they can emerge as courageous and confident leaders.”

Chney Chen
Teacher, Nan Chiau High School

At a glance



111
proposal submissions



39
schools represented



100
selected teams



15,021
young community champions
mobilised



1,036,961**
public outreach



\$739,858
raised



49
VWOs supported

**Figures are extracted from the participants’ final reports



UNIVERSITY-YMCA (UNI-Y) SINGAPORE

In an effort to promote youth development, University-YMCA (Uni-Y) service clubs have been established in Singapore to mobilise, empower and involve young people to be actively engaged in serving the community. With a passionate, committed pioneering leadership team, Uni-Y has since grown from glory to glory, strength to strength, building servant leaders who make an impact in both the local and international communities.



“Family is not blind acceptance; it is loving someone enough to genuinely care for the person’s growth. I’m thankful that Uni-Y SMU has showed me love when I fell and held me up when I’m not strong enough. They have taught me to love in a way I never knew I could.”

Lynette Chang
President, Uni-Y SMU, Executive Committee 2017



“Through our sharing, we express our vulnerabilities and connect with one another by lending a listening ear. This support helps to build an inclusive family culture where we learn to understand and embrace the differences between us.”

Sherwin Thie
Leadership Development Director,
Uni-Y SMU, Executive Committee 2017

At a glance



20,693
hours of voluntary service



1,749
volunteers in attendance



236
new volunteers



68
sessions of local community
service



10
sessions of international
service trips



4
student chapters



YMCA - LIM KIM SAN VOLUNTEERS P R O G R A M M E

Volunteers are the bedrock of all community initiatives. YMCA of Singapore promotes volunteerism and develops volunteer capability through the YMCA-Lim Kim San Volunteers Programme, which aims to build a well-trained and sustainable community of volunteers to deliver community service programmes with excellence and recognise volunteers who sacrifice time and effort to serve the less-privileged and facilitates corporations in giving back to the community.



“Because every participant works in different organisations and sectors, our perspective towards issues also vary. This allows us to engage in meaningful and enlightening conversations, which is something that I enjoy every session.”

Julia Ng
Volunteer Coordinator,
Movement for the Intellectually Disabled of Singapore
Graduate, YMCA-NUS Business School
Volunteer Service Management Programme



“The highlight for us is when the beneficiaries remember and trust us enough to share their memories, problems or feelings. We are very encouraged by the many friendships built with them over the years.”

Grace Lin
Manager, Corporate Communications,
NTUC FairPrice Co-operative Limited
Corporate Volunteer,
YMCA Community Service Programmes

At a glance



8,453
hours of volunteers training
conducted



19
corporations engaged to serve
the community



Care Programmes

Nurturing the young through
character development to
become community champions



The background of the page is a blue-tinted photograph. It shows a police officer in a white uniform shirt with a 'POLICE' badge, smiling and standing behind a group of young children. The children are holding hands and appear to be in a line. In the background, there is a white van and a multi-story residential building.

Y M C A

CHILD DEVELOPMENT

C E N T R E S

YMCA Child Development Centres (CDC) provide a programme which is child-centred and which integrates all areas of learning into an experiential journey. Learning extends beyond the classrooms as children are exposed to events organised by the YMCA for the public. These experiences enhance their social skills and self-confidence, and develop them to become community champions.



"After 10 months in the class, the girls have changed from being shy to confident individuals. I am proud of their enthusiasm for all things and their positive attitudes."

Christine Lim
Mother of Lim Zhi Tong and Lim Zhi Yun,
Students at YMCA CDC @ Zhenghua



"I like to play with my friends and laugh with my teachers."

Raphael Goh
Student, YMCA CDC @ Zhenghua

At a glance

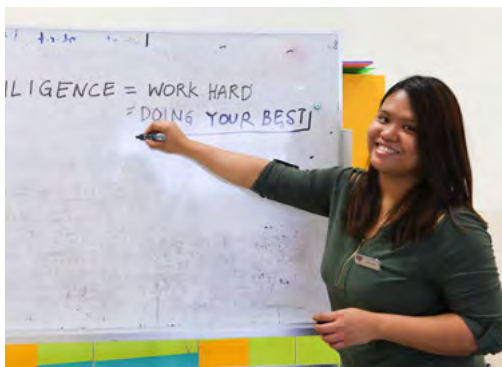


217
children attended YMCA's
Child Development Centres



YMCA STUDENT CARE CENTRES

YMCA Student Care Centres (SCC) aim to provide each child with the educational and emotional guidance and support that they need, through a warm and nurturing learning environment. Character building is a key focus at the SCCs where children learn from one another and appreciate the unique qualities of individuals. By seizing teachable moments, we enhance their understanding of love and respect for all whom they come in contact with and encourage the practice of being honest and responsible.



"I have always believed in teamwork and not individualism. Nothing beats teamwork with my colleagues. We keep each other going."

Valdez Friendly Loi D.
Teacher, YMCA SCC @ Sengkang Green



"I enjoy the music lesson, especially when I get to play the ukulele with my friends. It is fun and easy to learn and we even get to perform together at some events."

Edison Tang
Student, YMCA SCC @ Sengkang Green

At a glance



2,128
students nurtured through
YMCA's Student Care Centres



16%
increase from 2016



21
Student Care Centres



Learning Programmes

Providing academic opportunities for people to grow and advance in an ever-changing landscape through lifelong learning





Y M C A

LEARNING CENTRE

YMCA Learning Centre aims to enhance students' learning and understanding of academic subjects through an enriching learning experience with the latest learning methodology and syllabus delivered by a team of qualified professional trainers.

YMCA Learning Centre also receives inbound students from overseas through the Study Tour programme. The exchange allows students to experience and understand what it is like to study and live in Singapore while fostering friendships with local students.



“Having a daughter changed my perspective as it helps me to see that the students are no different from my own child. This motivates me to be a better educator for them in both academic and personal growth.”

Lew Ying Tong
Trainer, YMCA Learning Centre



“The students are very happy with the fun learning environment during their stay in Singapore. They get to practice speaking English without having to depend on the textbook and experience the Singapore culture.”

Napapat Sorndej
Teacher, Anubanrayong School

At a glance



49
students enrolled in tuition and enrichment classes



872
overseas students participated in the study tour programmes



YMCA SCHOOL

YMCA School aims to provide a holistic education to nurture active and socially responsible individuals of distinction. Besides preparing students for educational excellence, it is also the aim of YMCA to inculcate positive character values such as compassion, servant leadership, honesty, accountability, respect and excellence in developing the body, mind and spirit. Students undergo a community service component, which instills in them a sense of humility and a giving attitude towards others.



“At a point in my life when I encountered problems, Mr Jack would be the first one whom I approached for advice. His concern inspired me to get back on my feet at one of my lowest points.”

Ezra Bryan
Student, YMCA School




“When I see light in a student’s eyes, it makes all the effort and stress worth it.”

Joseph Tan
Associate Teacher, YMCA School

At a glance



139
students enrolled in
YMCA School



Y M C A H I G H E R E D U C A T I O N

YMCA Higher Education offers bachelor and master degree programmes in partnership with the University of Strathclyde and the University of the West of Scotland. Through the provision of a holistic education experience, YMCA aims to nurture leaders of distinction who can grow in an ever-changing landscape.



"The Strathclyde MBA is moving me closer to my dream of developing profitable and sustainable ventures that will make significant impact on the marginalised in society and the environment."

Ruth Lee
Student, University of Strathclyde MBA,
YMCA Higher Education



"It can be challenging to juggle between work and studies. However, the strong social support conferred by the academic staff and my course-mates is both an excellent motivation source and a comfort zone after a long day at work."

Raymond Moh
Graduate, University of Strathclyde MBA,
YMCA Higher Education

At a glance



162
students enrolled in
University of Strathclyde MBA
programme



60
new students commenced
enrolment in 2017



97%
pass rate



38
students graduated



12
with distinction



Membership Programmes

Enriching the lives of members through wholesome activities to foster stronger relationships and serve the community





Y M C A MEMBERSHIP

YMCA organises regular activities to enrich our members' lives. YMCA members are also engaged in meaningful programmes to help serve the less privileged in the community.



"Although I'm no longer involved in competitive fencing, I still think it is important to coach the next generation of fencers. Beyond the technical aspect, I try to identify their best capabilities and develop their confidence so that they can excel in the sport."

Bobok Viacheslav
Coach, Y-Sparks Fencing



"I use the gym three times a week – the central and convenient location makes it a great training facility. Each visit is always a pleasant experience as the staff are very friendly and helpful."

Royce Chew
Corporate Member, YMCA of Singapore

At a glance



600
Full (Life) Members



1,185
Ordinary (Life) Members



543
Ordinary (Annual) Members



192
Ordinary (Youth) Members



155
Associate Members



2,635
Associate (Youth) Members



YMCA FITNESS AND DANCE PROGRAMMES

YMCA Fitness and Dance programmes aim to promote a healthy lifestyle to members through fun and engaging activities, including Ballet, Fencing, Gym, Line Dance, Swimming and Zumba.



"If you can walk, you can line dance!"

Yeo Kok Pang
Instructor, Country Line Dance Association (Singapore)



"I have struggled with my weight for many years. With the help of a caring coach and a very comfortable environment to train in, I was able to push my own limits and make great progress with a healthier lifestyle."

Li Jiaqi
Member, YMCA of Singapore

At a glance

Fitness & Dance Subscriptions



98
Ballet



595
Fencing



311
Gym



88
Line Dance



21
Personal Training



166
Swimming



102
Zumba

A full-page background image showing two people rock climbing on a steep, craggy rock face. The image is overlaid with a semi-transparent purple filter. The climbers are positioned diagonally across the frame, with one higher up than the other. Ropes and climbing gear are visible.

Y M C A OUTDOOR & ADVENTURE P R O G R A M M E S

YMCA Outdoor and Adventure Programmes are organised for the adventurous who love nature and outdoor activities. Through these trips, participants build character and learn the value and meaning of teamwork, while indulging in their passion for the great outdoors.



"Trekking is one of my favourite activities as it helps to destress. The peace and fresh air is calming, with no pesky phone calls, messages or emails bothering me. I love to explore the grounds and try local cuisines. These experiences provide a deeper insight and perspective for me, especially on consumer mindset and behaviour which is helpful in my line of work."

Thomas Ng
Participant, YMCA Outdoor & Adventure Programmes



"There is always plenty of fun and laughter in all the trips that I've joined so far. I appreciate how the different teams were always encouraging and supporting each other. In spite of our differences, they were extremely gracious and accommodating. It's something that is not commonly seen elsewhere."

Agnes Yap
Volunteer Leader,
YMCA Outdoor & Adventure Programmes

At a glance



832
Y Treks participants



9
Y Ski participants



362
Y Adventure participants



70
BikeYworks participants



Y M C A

FOLK DANCE GROUP

The YMCA Folk Dance Club is a recreational club that conducts folk dance classes and International Folk Dance appreciation events for members. The group dances help the members feel togetherness and foster a sense of community while keeping healthy and fit.



“Participating in folk dance enabled me to get back on my feet faster, and better than ever. The therapeutic movements helped me pick up energy and strength in my recovery from cancer.”

Mary Koh
Member, YMCA Folk Dance Group



“Folk dancing provides a gentle form of exercise, where we learn to synchronise our brain and footwork. The exposure to folk costumes, customs, and traditions also increases our awareness of other cultures.”

Grace Lee
Member, YMCA Folk Dance Group

At a glance



30
life members



Hospitality Services

Serving hostel guests with the
spirit of excellence





Y M C A INTERNATIONAL H O U S E

Nestled in the heart of Singapore's famed shopping district, YMCA @ One Orchard presents a welcoming sanctuary away from the hustle and bustle of the city with its clean and comfortable guest rooms. A social enterprise of YMCA of Singapore, YMCA International House employs people with special needs, who are trained in housekeeping and food and beverage services. This opportunity enables them to gain independence and build confidence while stepping out and participating actively in our shared community. Surpluses from YMCA International House are channelled to sustain various YMCA community service programmes.



“Chris is very diligent in his tasks and capable of working independently. I hope to guide and coach him so that he can rise up to be a supervisor in the future.”

Jamaiah Bte Jaffar
Supervisor, YMCA International House



“Working at Y Café has given Yan Tong a sense of belonging as he receives the staff’s acceptance of him. He is passionate about his work and enjoys the social interaction with his colleagues and hostel guests.”

Tay Chor Yong
Mother of Zhang Yan Tong, Staff at Y Café

At a glance



87%
occupancy rate



69,709
guests stayed at
YMCA International House

SPONSORS



SG50 SPEECH MARATHON

Celebrate
Open to Members



YMCA Clubs

Bringing people together
through shared interests



INTERNATIONAL Y'S MEN'S CLUB OF SINGAPORE (ALPHA CHAPTER)

The International Y's Men's Club of Singapore (Alpha Chapter) is affiliated to the YMCA of Singapore and supports its community service and fundraising activities. Membership is open to like-minded people and all YMCA members who have a desire to serve the community and make the world a better place to live in through volunteerism.

For the tenth year running, in partnership with Parkinson's Society of Singapore, the Club organised monthly karaoke sessions held at YMCA of Singapore for people with Parkinson. These sessions improve the lives of participants and is also a platform for music lovers to have fun and socialise through singing.

During the year, the Club supported YMCA by volunteering at YMCA Flag Day 2017, YMCA Proms @ the Park 2017, YMCA Silver Fiesta 2017 and adopting SARAH Seniors Activity Centre through Y Outing. The Club brought the wheelchair-bound elderly for monthly grocery shopping and meals and hosted lunch during Chinese New Year, Mid-Autumn Festival and Christmas, bringing much cheer to the elderly.

At a glance



Y M C A

TOASTMASTERS CLUB

The YMCA Toastmasters Club aims to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Toastmasters welcome speech contests like the occasional marathons where they build their skills to greater heights. The International Speech and Table Topics Contest in February as well as Humorous Speech and Evaluations Contest in August have always been the club's showcase of excellent speech delivery.

At a glance



48
members

SINGAPORE MANDARIN (YMCA) TOASTMASTERS CLUB

The Singapore Mandarin (YMCA) Toastmasters Club was chartered to serve the needs of English speaking toastmasters who want to practise their Mandarin in front of an audience and also help Mandarin speaking toastmasters to overcome the fear of public speaking.

As one of the few Mandarin toastmasters clubs with a younger demographic membership base, the Singapore Mandarin (YMCA) Toastmasters Club constantly adopt new ideas to keep its meetings refreshingly innovative and relevant to its members. Passion to learn, the desire to share, fellowship - these are the elements that make each of the club meetings memorable.

At a glance



23
members

Fundraising Events



18TH YMCA CHARITY GOLF @ SINGAPORE ISLAND COUNTRY CLUB

5 MAY 2017

Over \$302,000 raised for YMCA-Lim Kim San
Volunteers Programme



YMCA FLAG DAY

18 MARCH 2017

Over \$65,000 raised by 645 volunteers for
YMCA-Tan Chin Tuan Community Service
Programmes



YMCA GIVING GALA @ ORCHARD PARADE HOTEL

26 OCTOBER 2017

Over \$297,000 raised for YMCA-Tan Chin Tuan
Community Service Programmes

International Fellowship & Relations

YMCA of Singapore establishes and maintains harmonious relations with fellow YMCA movements in the region. YMCA of Singapore is a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia-Pacific. YMCA of Singapore is also a part of a network of nine Twinning YMCAs in the region.

February 2017



Uni-Y Study Mission 2017

The Uni-Y Singapore Council went to Victoria YMCA from 18 to 21 February 2017 to learn about programme strengthening, marketing & publicity, volunteer retention and alumni engagement.

March 2017



Executive Committee and Related Meetings of the Asia and Pacific Alliance of YMCAs

Immediate Past President Mr Eric Teng, Board members Mr Albert Ching, Mr Peter Tay and Mr Stephen Loh represented YMCA of Singapore at the Executive Committee and Related Meetings of the Asia and Pacific Alliance of YMCAs which took place from 7 to 10 March 2017 at the Chinese YMCA of Hong Kong.

April 2017



Visit by Osaka YMCA International School

YMCA of Singapore hosted Ms Kaoru Saito, Administrative Manager and Dr John Botting, Science & Mathematics Teacher from Osaka YMCA International School, who were here on an exchange visit with five students from 17 to 21 April 2017.

May 2017



5th East Asia YMCA Urban Network (EAYUN)

Organised by Osaka YMCA and hosted by YMCA of Singapore from 15 to 18 May 2017, the 5th East Asia YMCA Urban Network (EAYUN) saw delegates from nine YMCAs gather to discuss issues that focused on youth development and the elderly.

June 2017



Uni-Y Internships

Seven Uni-Y members embarked on internships with Chinese YMCA of Hong Kong, Osaka YMCA, Tainan YMCA in the months of June, July, August and December. The interns were involved in handling matters from administration to events planning. Four interns from Chinese YMCA of Hong Kong and Tainan YMCA were attached to YMCA of Singapore's Community Services and Member' Services departments, helping to run programmes.

July 2017



Joint Directors Meeting with YMCA of Shanghai

Board representatives from YMCA of Singapore and YMCA Shanghai convened for a joint directors meeting at YMCA of Singapore to strengthen relations and discuss the Dujiangyan project on 22 July 2017.



YMCA of Singapore Hosts YMCA of Pangasinan

On 20 July 2017, Mr Lo Chee Wen, General Secretary, YMCA of Singapore hosted Mr Edilberto Abalos, President of YMCA of Pangasinan, who hoped to collaborate towards signing a Community Service partnership.

August 2017



Osaka Global Youth Conference

Three Uni-Y members participated in Osaka's Global Youth Conference from 7 to 11 August 2017. The conference was a platform for youths aged 15 – 25 years to interact and discuss current affairs issues.

October 2017



Visit by KwaZulu-Natal Provincial Legislature & Gauteng Provincial Legislature

YMCA of Singapore welcomed delegates from the KwaZulu-Natal Provincial Legislature & Gauteng Provincial Legislature on 13 October 2017. As part of their Education Joint Study Tour in Singapore, the delegates visited the YMCA Project Bridge Youth Centre and had an exchange session in YMCA of Singapore.

November 2017



YMCA of Singapore's Celebrates 115th Anniversary

On 9 November 2017, YMCA of Singapore celebrated its 115th Anniversary with a Thanksgiving Service and Dinner and was blessed with the presence of our extended YMCA family members, who travelled specially from overseas and our Singapore partners who made time to share our joy in this momentous occasion.

December 2017



Visit by Tainan YMCA

YMCA of Singapore hosted our counterparts from Tainan YMCA on 7 December 2017 who were here to learn more about YMCA's work in Singapore.

Thanksgiving

CORPORATIONS & ORGANISATIONS

\$200,000 AND ABOVE

Citi Foundation
Barclays Bank PLC

\$100,000 AND ABOVE

Estate of Ng Teng Fong
NTUC Fairprice Foundation Limited

\$50,000 AND ABOVE

Lee Foundation
Tote Board

\$10,000 AND ABOVE

AP Oil International Limited
Credit Suisse AG
DCG Capital Private Limited
Far East SOHO Pte Ltd
GIC Private Limited
Megaworld Land (Singapore) Pte Ltd
Mitsubishi Electric Asia Pte Ltd
Nordic Group Limited
Pei Hwa Foundation Limited

\$5,000 AND ABOVE

Boardroom Limited
PricewaterhouseCoopers LLP
Propnex International Pte Ltd
ST Telemedia
Community Foundation of Singapore
Thian Sung Construction Pte Ltd

\$3,000 AND ABOVE

Access World Logistics (Singapore) Pte Ltd
Arrowcrest Technologies Pte Ltd
Citibank N.A., Singapore
CMIA Capital Partners Pte Ltd
Legend Shipping Pte Ltd
Lum Chang Holdings Ltd
SINGAPORE POOLS (PRIVATE) LIMITED
Straits Real Estate Pte Ltd

\$1,000 AND ABOVE

ADL Enterprise Pte Ltd
ARA Trust Management (Suntec) Limited
AT Fresh Pte Ltd
Boustead Services Pte Ltd
Daimler South East Asia Pte Ltd
International Y'S Men's Club of Singapore
(Alpha Chapter)
K M Y Electrical Engineering Pte Ltd
Knight Frank Pte Ltd
Noel Gifts International Ltd
Prime Travel & Tour Pte Ltd
ST Aerospace Systems Pte Ltd
The Purple Parade Ltd

\$500 AND ABOVE

Australian Fruit Juice (S) Pte Ltd
DL Corporate Advisors Pte Ltd

Kreston David Yeung PAC
Orchid Laundry
Toni International College of Aesthetics &
Physiology
YWCA of Singapore

\$100 AND ABOVE

Eye Centre and Surgery
Integer Alpha Pte Ltd

INDIVIDUALS

\$10,000 AND ABOVE

Catherine Low Ah Toh
Chan Lui Ming Ivan
Chew Gek Khim
Chew Kwee San
Eric Teng Heng Chew
Hang I H M/Loh K I P
Jason Ho
Leslie Wong Kin Wah
Lo Chee Wen
Loh Sur Yong Stephen
Ooi Boon Hoe
Tan Guan Hiang
Wee Wei Ling

\$5,000 AND ABOVE

Andrew Cheong Fook Onn
Cheng Kok Hua Daniel
Gracelyn Ho Lay Peng
Kong Hwai Ming
Lee Chong Min
Tan Bee Lan
Yeo Peng Hay

\$3,000 AND ABOVE

Chan Chee Weng Damian
Chau Shing Chi
Cheng Soh Hwang Susan
Chong Siak Ching
Joanne Tay Soi Hoon
Koh Chee Hiang
Lim Kiat Seng
Ow Koon Thiam alias Oh Koon Thiam
Rosna Tjuatja
Tan Suan Hoe
Tay Puan Siong
Tham Chee Kheen Kenneth
Tony Kam
Xian Ming
Yap Liew Yee Agnes

\$1,000 AND ABOVE

Albert Ching Liang Heng
Casey Tan Khai Hee
Chang Rosana Kung-Ling
Chow York Lim
Goh Tze Rui Ray
Ho Chee Hon

Kenneth Tan
Koh Puay Heng
Lee Liat Cheng
Lee Siew Seng
Magdalene Sik
Mohan K Vaswani
Natasha Kwan-Loh
Neo Boon Chye
Nguyen Suong Hong
S. Winata
Tan Kheng Lian
Tan Swee Lin
Tay Jing Yan Gerald
Teo Ging Siang
Teo Zi-Ming
Ting See Ho
Tong Weng Kin
Victor Poh
Wilfred Wee Zhi Zhong
Wong Liang Kwang
Zhao Wen Wei

\$500 AND ABOVE

Chan Keng Hak
Cheang Chin Neo
Chua Ying Li Pamela
Cindy Siu Oi Ping
Davyd Chong Wenquan
Ee Kuo Ren
Ferguson Andrew James
Ho Hin Ngee
Japheth Chong
Jason Chin Chee Kong
Juthika Ramanathan
Koh Chong Hin
Lee Kim Tong
Lee Soo Ann
Loo Tze Hsin
Low Miang How Sandy
Lynette Yeo
Mansoor H Hassanbhai
Menon Sundaresh/Olivia A D'Costa
Pang Meng Yam
Peter Sim Swee Yam
Tay Tien Seng
Tay Yew Beng Peter
Teoh Swee Chen
Winston Tan Chang Choon
Zulkiflee Mohamed Nur

\$100 AND ABOVE

Aaron Pang Xue Shun
Adeline Koh
Anna Ngoc Diep
Annabel Ang Ying Hui
Cao Ji Qing
Caroline Hoffmann
Chan Chee Meng
Charles Low Qiao Hong

Chin Jing Jih
 Chin Kee Siong@Patrick Chin
 Chong Annie
 Chow Min Wei
 Chua Hock Yew
 Chung Sook Yee
 Clement Chan Kok Fai
 David Gerald Jeyasegaram
 David Wong Cheong Fook
 Diana Lim Kim Luan
 Edward Ong Keng Wan
 Gan Kim Kek
 Goh Choo Kiat David
 Goh Wan Cheng
 Guo Wei Min
 Hazmi Aris Bin Hazam Aris
 Helen Tan
 Hong Soh Kuan
 Hoo Moh Lin
 Irene Wu
 Jacqueline Cheong Yuet Meng
 Jai
 Janice Yin Poi Hun
 Jason Chew Wen Shiong
 Joanne Korrine Michael Meifeng
 Joseph Tan
 Kok Mien Kok Bryan
 Kumari
 Lee Cheuk Yin
 Lee Li Choon
 Leong Tuck Foo
 Liang Yan Fang
 Lim Bee San
 Lim Kian Tho Jerry
 Lim Meng Pui
 Lim Teck Kian
 Lim Wee Lee
 Lim Yeow Meng
 Loo Yong Tat
 Low Wai Leng
 Mabel Chia
 Manfred Schubert
 Mohamad Zuhairi Sha Bin Mohamad
 Nasir
 Moses Tan Jie En
 Moy Ying Xue
 Ng Ee Pin
 Ng Hui Ying Agnes
 Ng Teck Li
 Ng Woo Hong
 Nick Lie Dai Cheng
 Norman Wong
 Oliver Hennedige
 Ong Yeow Chon
 Oon Siew Chen
 Owen Hawkes
 Own Seak Chin
 Paul Angelo G. Andrada

Phua Boon Keng
 Rachelle Mauricio
 Rector P. Gerundio Jr
 Shanon Lim Shien Wen
 Sherilyn Lim Li Min
 Siah Yean Kheng
 Sim Siang Hwa
 So Chwee Leng
 Tan Koon
 Tan Siew Luan
 Tan Siew Vuay
 Tan Siew Yim
 Tan Siok Wah
 Tan Wee Meng
 Tan wei Chong Benny
 Teo Gek Lian Molly
 Teo Lye Heng
 Thomas Menkhoff
 Thomas Ramitedham
 Tian Fang
 Tiang Hui Hui
 Vera Leong
 Victor Ng Tin Choy
 Vijaya A/P Govanasamy
 Wan Wai Keong
 Wen Hong Ming
 Wendy Ho
 Wong Kwan Seng
 Wong Lai Wah Diana
 Yang Yung Chuan Eugene
 Yap Lai Ping
 Yap Qian Hui
 Yeo Hui Ting Joyce
 You Weiren
 Zhao Aizhou
 Zhao Binru Bryan

CORPORATIONS & ORGANISATIONS (IN-KIND)

Aegis Insurance Services
 Alliance Employment Pte. Ltd
 Asia Pacific Breweries (S) Pte Ltd
 Bacco Wines Pte Ltd
 Big Fish Golf International Pte Ltd
 Bintan Lagoon Resort
 Bio Aesthetic Laser Clinic Pte. Ltd.
 BNL Services Pte Ltd
 Boncafé International Pte Ltd
 ByGrace Management
 Canon Singapore Pte Ltd
 Carlton Hotel Singapore
 Champions Golf
 Daimler South East Asia Pte Ltd
 (Mercedes-Benz Singapore)
 East-West International Food Pte Ltd
 EdeS Spa
 Esquire Marketing Services Pte Ltd

Estee Lauder Companies Inc.
 Everglades Pte Ltd
 Expat Kitchen Pte Ltd
 Fayyaz Travels Pte Ltd
 FedEx
 Fraser and Neave, Limited
 GIC Private Limited
 Green Care Services Pte Ltd
 Guava Amenities Pte Ltd
 H Concept Asia Pte Ltd
 Hisamitsu Pharmaceutical Co., Inc.
 Singapore Branch
 Honan Insurance Group Asia
 Hugo Boss South East Asia Pte. Ltd.
 Integrative Physio Pte Ltd
 K&K Labs Pte Ltd (Bio Royale)
 Kao Singapore Private Limited
 Keppel Land Hospitality Management
 Laguna National Golf and Country Club
 Lee Say Poultry Industrial
 Melchers Time Pte Ltd
 Mitsubishi Electric Asia Pte Ltd
 Naili Print Media Pte Ltd
 NeoAsia (S) Pte Ltd
 New Moon (Goh Joo Hin Pte Ltd)
 NTUC Fairprice Co-operative Ltd
 Orchid Laundry
 Regent Media Pte. Ltd.
 Sembawang Country Club
 Singapore Island Country Club
 Singapore Pools (Private) Limited
 Singapore Turf Club
 Spa D'or
 Sunnyhills Delights Pte. Ltd.
 Tanglin Academy Private Limited
 TaylorMade-adidas Golf Singapore
 The Blue Ginger Restaurant
 The Food Bank Singapore
 The French Cellar Pte. Ltd.
 The Fullerton Hotel Singapore
 The Ultimate Pte. Ltd.
 University of the West of Scotland
 YG Marketing Pte. Ltd.

INDIVIDUALS (IN-KIND)

Annie Lin
 Chew Kwee San
 Gracelyn Ho Lay Peng
 Ivan Koh
 Leslie Wong Kin Wah
 Violet Oon

Corporate Governance

S/N	Description	Code ID	Compliance
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff appointments?		No
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years. Under YMCA's Constitution, Board members submit themselves for re-nomination and reappointment once every four years.	1.1.8	Not Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years?		No
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied

S/N	Description	Code ID	Compliance
HUMAN RESOURCE MANAGEMENT AND VOLUNTEER MANAGEMENT			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity?		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits?		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations-in-kind during the year?		Yes
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

S/N	Description	Code ID	Compliance
DISCLOSURE AND TRANSPARENCY			
25	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services?		No
	Does the charity employ paid staff?		Yes
28	No staff is involved in setting his or her own remuneration.	2.2	Complied
29	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied
30	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
PUBLIC IMAGE			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

BOARD MEETING ATTENDANCE RECORD			
Name	Attendance	Name	Attendance
Mr Leslie Wong Kin Wah <i>President</i>	6/6	Ms Koh Shaw Luan	4/6
Mr Albert Ching Liang Heng <i>Vice President</i>	5/6	Ms Loo Tze Lui	4/6
Mr Ooi Boon Hoe <i>Vice President</i>	3/6	Mr Thomas Pramotedham	6/6
Mr Bryan Tan Suan Tiu <i>Hon. Secretary</i>	4/6	Mrs Magdalene Sik Swee Hiang	3/6
Mr Tan Eng Beng <i>Hon. Treasurer</i>	5/6	Mr Tam Chee Chong	1/6
Mr Samuel Chan Wei Mun	4/6	Ms Cynthia Tan Guan Hiang	4/6
Mr Ho Chee Hon	4/6	Mr Teo Eng Cheong	3/6
Mr Steven Chia Oon Seet	4/6	Mr Teo Zi-Ming	3/6

Policies

YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

BOARD GOVERNANCE

OFFICE BEARERS

At the first meeting of the Board of Directors (BOD) held after the Annual General Meeting, a President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer of the Association are elected from among the members of the BOD for a period of one year or until their successors are elected. No person is elected as the Honorary Treasurer or otherwise hold the office of Honorary Treasurer for more than 4 consecutive terms and such person shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 1 year.

EXECUTIVE COMMITTEE

The Executive Committee (“ExCo”) comprises the President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer and at least one other Director. It has the executive powers to administer the affairs of the Association in accordance with its Constitution, Rules and Regulations and the Board’s policy and provides guidance and oversight to the Management on the operations of the Association. These include the setting of policies on operational matters and approval of expenditures within the financial limits provided for in the Chart of Authority (“COA”) in the normal course of business. ExCo keeps the BOD fully informed on the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

HUMAN RESOURCE MANAGEMENT

There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts. The HR department is advised by a Staff Committee commissioned by the Board. The Committee reviews and advises on all HR policies relating to staff compensation, benefits and strategies to attract, retain and motivate staff, on the receipt of recommendations from the General Secretary. The Committee also advises on talent identification and development programmes for staff and succession planning of senior management staff.

WHISTLE BLOWING POLICY

The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where the following may be suspected:

1. Corruption;
2. Acts of fraud;
3. Theft and/misuse of the Association’s properties, assets or resources; or
4. Breach of laws.

No staff is involved in setting his or her own remuneration. Staff remuneration is subject to remuneration guidelines approved by the BOD.

The Association discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000, or the fact that none of its top three highest paid staff receives more than \$100,000.

FINANCIAL MANAGEMENT AND CONTROLS

The BOD ensures that documented procedures are in place for financial matters in key areas. The BOD also ensures reviews and enhances monitoring on controls, processes, key programmes and events.

The BOD reviews and approves an annual budget for the Association's plans and regularly monitors financial performance.

The financial statements of the Association are drawn up in accordance with the Singapore Financial Reporting Standards ("FRS").

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

RESERVES POLICY

YMCA targets for three years of operating reserves with a minimum of one year from donations and surpluses generated through our social enterprises. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy.

The restricted funds and their purposes are as follows:

- I. Building Asset Capitalisation Reserve – to match amounts on capital projects undertaken with past donations designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects.
- II. Disaster Relief Fund – to support the volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka, following the 2004 Indian Ocean Earthquake & Tsunami.
- III. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Funds – to fund tertiary education for overseas needy students.
- IV. ISP Project Fund – set up for the International Service Programmes (ISP) and it is to be used for future ISP projects.
- V. Project Bridge Fund – supports Project Bridge programmes which aim to provide personal development and counselling for early school leavers and youth-at-risk.
- VI. Rebuilding Community @ Dujiangyan Fund – set up for the purpose of supporting YMCA's rebuilding programmes in Sichuan, China.

VII. ITE Elevate Fund – to engage, equip and empower disadvantaged students from ITE towards completing their education and improving their prospects for employment or future education. This programme contributes to an increase in overall resilience to cope with stresses and reduction of risk behaviours for youth who are at risk.

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Notes to the Financial Statements. YMCA has also designated a percentage of our annual surpluses from our social enterprises for large scale asset renewal as our capital replacement fund.

INVESTMENT COMMITTEE

The Investment Committee is governed by the Investment Charter and the Investment Policy which are constantly reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association's funds to look into generating higher returns in the long run with a reasonable amount of risk.

During the financial year, the Association appointed a professional asset manager to invest and manage the surplus from the general funds. The Asset Manager has been given full discretionary mandate subject to investment guidelines, and reports the investment holdings and performance to Management and Investment Committee on a regular basis. The details of the investments are listed in the Notes to the Financial Statements.

DISCLOSURE AND TRANSPARENCY

There is a Conflict of Interest policy endorsed by the Board. Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

It is compulsory for all Board members to make annual declaration of interests, to be signed and acknowledged by the President of the Association and presented to the Board.

At committee meetings, the General Secretary of the Association will announce potential conflict of interest and Board members who are faced with a conflict situation are excluded from decision making processes relating to the matter.

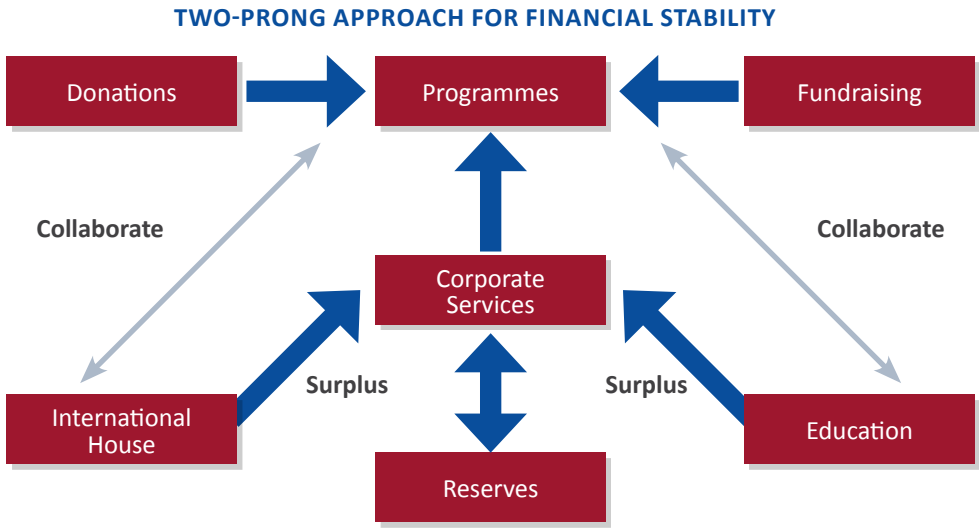
FUNDRAISING PRACTICES

The Association has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service and the Charity Council.

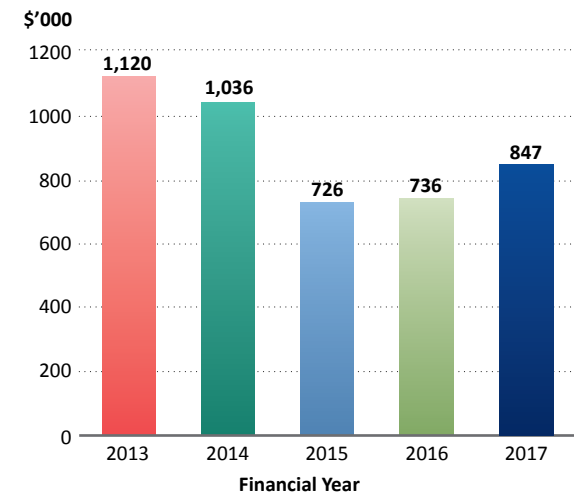
Our fundraising policy is to raise funds for specific community programmes and never for general purposes.

The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

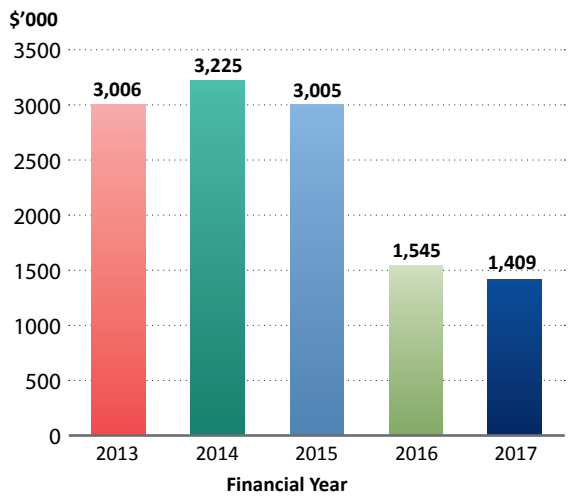
The operating surpluses of social enterprises in YMCA International House and YMCA Education Services, as well as the support of regular donors and fund raising, has allowed YMCA to adopt a two-prong approach to achieving financial stability.



NET SURPLUSES FROM DONATION AND FUNDRAISING



NET SURPLUSES FROM SOCIAL ENTERPRISES



FINANCIAL INFORMATION

For the year ended
31 December 2017

The full audited financial statements can be viewed at the YMCA of
Singapore's corporate website www.ymca.org.sg.

FINANCIAL INFORMATION FOR YEAR ENDED 31 DECEMBER 2017

	2017 S\$'000	2016 S\$'000
STATEMENT OF FINANCIAL POSITION		
Non-Current Assets	8,607	12,392
Current Assets	26,779	21,599
Total Assets	35,386	33,991
Total Liabilities	(5,238)	(4,129)
TOTAL FUNDS	30,148	29,862

STATEMENT OF COMPREHENSIVE INCOME

Revenue:		
Education	13,151	12,585
International House	5,826	5,894
Membership and Corporate Activities	406	446
Community Services	567	552
Volunteer & Youth Development Programmes	537	388
International Service & Outdoor Programmes	2,408	2,296
Donations & Fund Raising Events	1,049	863
Other Income	983	818
	24,927	23,842
Costs		
Education	10,764	10,039
International House	6,804	6,894
Membership and Corporate Activities	710	742
Community Services	1,874	1,876
Volunteer & Youth Development Programmes	975	892
International Service & Outdoor Programmes	2,458	2,314
Donations & Fund Raising Events	202	127
Other Operating Expenses	836	662
Non-Operating Expenses	168	131
	24,791	23,677
TOTAL COMPREHENSIVE INCOME	136	165

STATEMENT OF CASHFLOW

Net cash effect of operating activities	1,316	481
Net cash effect of investing activities	(9,722)	298
Net change in cash and cash equivalents	(8,406)	779
Cash and cash equivalents as at 1 January	19,898	19,118
Cash and cash equivalents as at 31 December	11,492	19,898

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YMCA OF SINGAPORE
新加坡基督教青年会

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