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YMCA OF SINGAPORE
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Strengthening the Community Since 1902

YMCA of Singapore

Annual Report 2022



ANNUAL REPORT

2022



Our Mission

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.

Our 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 from 1 July 2021 to 30 June 2024.

YMCA of Singapore is a member of the following organisations:

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

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All information in this Annual Report is accurate as of April 2023



President's Message



The YMCA of Singapore is one of the oldest charities in Singapore since its founding in 1902. Over the past 120 years, we have been uplifting and transforming lives, especially that of young people. Today, we continue to dedicate ourselves to serve the needs of the community in Singapore and beyond. Guided by our strategic focus of YMCA Strong, we seek to strengthen youth and the community through a variety of programmes and initiatives.

2022 was a special year. The YMCA of Singapore celebrated our 120th anniversary with a series of events. We held honour lunches for youth at-risk, youth volunteers and youth with special needs. We shared YMCA's history with the children we serve and invited them to put their perspectives of our journey into art pieces. We reached out to the elderly, gifting them with patchwork cushions lovingly sewn by our staff team. We invited new members to join us and hosted a thanksgiving service attended by YMCA partners and friends, past and present leaders, donors and volunteers, as well as our staff team. We capped the celebrations with the conferment of Honorary Life Membership on the first Chairman of the YMCA Advisory Council, Mr S. Dhanabalan, in acknowledgement of his significant contributions to our nation's development and his dedication to uplifting communities both in Singapore and beyond.

In 2022, we served a total of over 4,400 children, 7,000 youths, 7,200 members and 62,000 guests, supported by over 1,200 volunteers. To be able to serve various groups in the community over the past three years of the pandemic, while contending with digital disruption and economic uncertainties in what some have called a "polycrisis world", has not been an easy task.

I am thankful to God who has seen us through very challenging times. I believe He will continue to guide us through this new normal as we remain steadfast in our commitment to strengthen young people and the community.

I would like to express my heartfelt appreciation to our Patron-in-Chief, President Halimah Yacob, Advisory Council Members, Trustees, Board of Directors, Committee Members, Resource Panel Members and the many volunteers who deliver programmes and initiatives alongside our staff team on the ground. These volunteers have generously provided their time, talent and treasure to the work of YMCA. We will not be where we are today without the contributions and hard work of such selfless individuals. We can never thank them enough.

My gratitude also goes to the donors and grantors who have supported our work through the years. YMCA is very grateful to the donors – both individuals and corporates – as well as grantors who have been unstinting in supporting us even through challenging times. Last but certainly not least, kudos to the YMCA staff who have been delivering the programmes and initiatives to all whom we serve, through rain or shine, expressing in tangible ways YMCA's commitment to strengthen and support them to live their lives to the fullest.

As YMCA steps into a new era, we remain committed to strengthening the lives of young people and communities, in Singapore and beyond. To remain relevant and serve effectively and impactfully, we need to be in touch with the needs on the ground, attuned to macro-level developments locally and regionally, and continuously strengthen our organisation.

Even after 120 years in Singapore, we remain passionate about working with youth and serving the community. The YMCA family, comprising the Board, management, members and staff, look forward to your continued support as we work together to build a brighter future for Singapore.

With Gratitude,
Tony Soh
President

General Secretary & CEO's Message



Greetings! It is my privilege to join the YMCA of Singapore in the midst of its 120th Anniversary Celebrations in April 2022. Since then, it had been a humbling and warm journey of connections, engagements, and learning the nuts and bolts of the organisation.

YMCA is more than just an organisation with 120 years of history. It is an organisation that is imbued with a deep sense of purpose to serve and impact the community, strengthen the body, mind and spirit of all who pass through its doors, and thereby, support one and all to have fullness of life. Through the years, YMCA is blessed to have many men and women who have come alongside it in its journey – men and women who are steadfast, committed and unwavering in their faith. Since I came on board, I have had quite a few amazing experiences in engaging and speaking with the children and grandchildren of these men and women of faith. Their legacy of faith and giving passed down through the generations allowed me a glimpse of what fullness of life, overflowed, can look like.

YMCA is also an organisation that is filled with staff and volunteers who are passionate and committed to serve and impact the community. That the organisation continues on with its mission and vision for 120 years and going, speaks of the strength of its legacy and the commitment of all who serve.

At present, YMCA serves and impacts the community through its range of services and programmes. In total, we served over 80,000 people in 2022.

Our new initiatives included the YMCA Train & Place Series. This programme was launched in 2022 to train and support persons with special needs towards gainful employment in the service and hospitality sectors. Through hands-on training in a real-life work environment within the YMCA International House (YMCA @ One Orchard), the programme builds confidence and work capabilities for independent living. It currently has over 15 employment partners and offers training in both soft and vocational skills, as well as activities that strengthen body, mind and spirit. As of end 2022, the programme had completed 3 runs and successfully placed 10 trainees in jobs within the hospitality sector.

YMCA strengthens children through its Student Care Centres, Kindergarten Care Centres and Child Development Centres. In alignment with the requirements of being an appointed Partner Operator by the Early Childhood Development Agency, the YMCA Child Development Centre Limited was set up. The transfer of operator license from YMCA of Singapore to the aforementioned entity, took place with effect from 1 September 2022.

As travel borders open up again, the YMCA International House (YMCA @ One Orchard), readily accommodated over 62,000 international students, travellers and locals whose homes were undergoing renovation works or those who were looking for a short getaway. In December, a scrumptious Christmas dinner was also hosted for our guests, elevating the 'home away from home' experience for them.

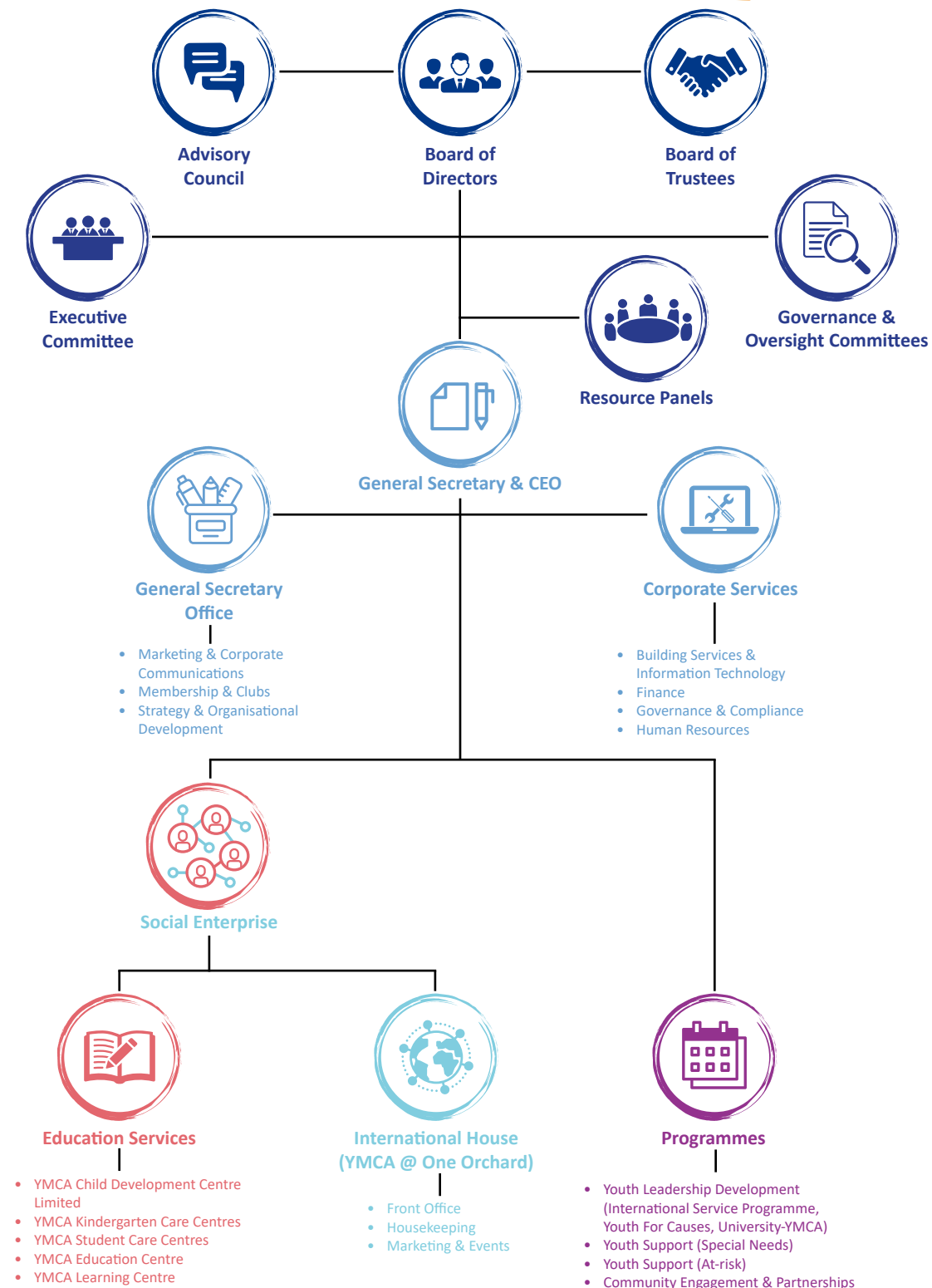
To better serve the community, YMCA continues to make improvements to its governance and organisational practices. Supported by the National Council of Social Service, YMCA continued its organisational development journey, imbuing the 3E culture of empowerment, encouragement and excellence amongst its staff team. At the same time, it was recognised for its good disclosure practices by the Charity Council through the conferment of the Charity Transparency Award 2022.

2022 had been a fulfilling year for YMCA. I am thankful to be part of YMCA's legacy of faith and giving. As we step into the new year, we remain steadfast to our calling to serve and impact the community, strengthen the body, mind and spirit of all who pass through our doors, and support one and all to have fullness of life.

My deep appreciation to all the past and present leaders of YMCA, staff and volunteers who had made the YMCA legacy a lasting one. I look forward to working together with you as we continue to write the YMCA story.

In His Service,
Wu Mei Ling
General Secretary & CEO

Organisational Structure



Board of Directors

Patron-in-Chief

Her Excellency Mdm Halimah Yacob
President of the Republic of Singapore

Board Trustees

Mr David Wong Cheong Fook
Mr Eric Teng Heng Chew
Mr Tay Puan Siong



Mr Tony Soh Cheow Yeow
President



Mr Kenneth Tan Chih-Sien
Vice President



Ms Loo Tze Lui
Vice President



Mr Teo Zi-Ming
Honorary Secretary



Mr Samuel Chan
Honorary Treasurer



Mr Albert Ching Liang Heng



Ms Cynthia Tan Guan Hiang



Mr Eric Teng Heng Chew
PBM, BBM



Mr Eugene Wong
PBM



Mr Ho Chee Hon



Mr Leon Ng Koh Wee



Mr Pek Hak Bin



Mr Steven Chia Oon Seet



Mr Teo Eng Cheong
PPA



Mr Vincent Ha Kwang Yuen



Mr Joshua Lee Zhao En
(Co-opted Director)



Ms Tan Sze Wee
(Co-opted Director)

Advisory Council



Mr Lim Boon Heng
Chairman



Justice Andrew Ang
PBM



Mr Jonathan Larsen



Mr Khoo Boon Hui
PPA, PBS, PJG



Mr Tan Gee Paw
PPA, DUBC



Mr Tay Puan Siong
JP, PBM

Honorary Life Members

Mr Cecil V R Wong
Mr Harold Shaw
Mr S. Dhanabalan
Mr Shaw Vee Meng
Dr Tony Tan Keng Yam
Dr Robert C K Loh (up to 2017)
Mr S R Nathan (up to 2016)
Mr Lee Kuan Yew (up to 2015)
Mr Sim Miah Kian (up to 2014)
Mr Howe Yoon Chong (up to 2007)
Mr Lim Kim San (up to 2006)
Mr E.W. Barker (up to 2001)

Honorary Chaplains

Rev Dr Clive Chin
*Senior Minister and Moderator
Orchard Road Presbyterian Church*

Rev Raymond Fong
*Pastor-in-Charge
Wesley Methodist Church*

Honorary Legal Advisors

Mr Bryan Tan Suan Tiu
Mr Laurence John Wee
Mr Peter Sim Swee Yam, BBM

Bankers

DBS

Auditors

RSM Chio Lim LLP | External Auditor
BDO Advisory Pte Ltd | Internal Auditor

Committees and Resource Panels

GOVERNANCE COMMITTEES

Executive Committee

Mr Tony Soh (President)
Mr Kenneth Tan (Vice President)
Ms Loo Tze Lui (Vice President)
Mr Teo Zi-Ming (Hon Secretary)
Mr Samuel Chan (Hon Treasurer)
Ms Wu Mei Ling (Secretariat)

Audit & Risk Committee

Mr Eric Teng (Chairman)
Mr David Wong
Mr Ho Chee Hon
Mr Joshua Lee
Mr Peter Tay
Mr Vincent Ha
Mr Ku Woei Pin (Secretariat)

Human Resource Committee

Ms Cynthia Tan (Chairman)
Mr Ho Chee Hon
Mr Kenneth Tan
Mr Vincent Ha
Ms Tracy Ki (Secretariat)

Investment Committee

Mr Samuel Chan (Chairman)
Mr Leon Ng
Mr Mark Syn
Mr Pek Hak Bin
Mr Ku Woei Pin (Secretariat)

Nominations Committee

Mr Steven Chia (Chairman)
Mr Bryan Tan
Ms Cynthia Tan
Mr Eric Teng
Mr Ooi Boon Hoe
Ms Wu Mei Ling (Secretariat)

OVERSIGHT COMMITTEES

YMCA Education Committee

Mr Tony Soh (Chairman)
Mr Andrew Chew
Ms Chan Yoke Kate, Susan
Mr Eugene Wong
Mr Ho Chee Hon
Mrs Irene Tay-Koh Chye Choo
Mr Leon Ng
Mrs Magdalene Sik
Ms Patricia Koh
Ms Tan Sze Wee
Mr Tony Lai
Mrs Helen Tan (Secretariat)
Ms Lynette Yeo (Secretariat)

YMCA International House Committee

Mr Pek Hak Bin (Chairman)
Mr Choe Peng Sum
Mr Danny Yeo
Mr Eugene Wong
Ms Loo Tze Lui
Ms Tsng Boon Kiat
Mr Vincent Ha
Mr Joseph Chow (Secretariat)

YMCA Programmes Committee

Mr Kenneth Tan (Chairman)
Ms Cynthia Tan
Ms Gracelyn Ho
Mr Leon Ng
Ms Marlene Koh
Mr Vincent Ha
Ms Sharon Chan (Secretariat)

RESOURCE PANELS

15th YMCA Mandarin Speaking Awards

Mr Kenneth Tan (Lead Panel Member)
Mr Toh Teck Wang (Ministry of Education)
Ms Rita Goh (Speak Mandarin Campaign)
Mr Ma Poh How
Ms Wong Lee Jeng
Ms Jean Chai (Secretariat)

35th YMCA Plain English Speaking Awards

Mr Steven Chia (Lead Panel Member)
Ms Chew Siang Jiun (Ministry of Education)
Ms Rita Goh (Speak Good English Movement)
Ms April Chin
Mr Stanley Leong
Ms Jean Chai (Secretariat)

YMCA Charity Golf

Mr Ee Kuo Ren (Lead Panel Member)
Mr Ivan Chua
Ms Pamela Hoo (Secretariat)

YMCA Education Centre - Academic & Examination Board

Mr Andrew Chew (Lead Panel Member)
Dr Christina Ratnam
Ms Irene Tay-Koh Chye Choo
Dr Yap Meen Sheng
Mrs Helen Tan (Secretariat)
Ms Lynette Yeo (Secretariat)

YMCA Giving Gala

Ms Sharon Chan (Lead Panel Member)
Mr Eric Teng
Mr Joshua Lee
Mr Stephen Loh
Mr Tony Soh
Ms Pamela Hoo (Secretariat)

YMCA Information Technology

Mr Leon Ng (Lead Panel Member)
Mr Thomas Pramotedham
Dr Ting See Ho
Mr Victor Yeo
Mr Leong Peng Mun (Secretariat)

RESOURCE PANELS

YMCA Project Bridge	YMCA Youth For Causes	YMCA-NUS Business School Volunteer Service Management Programme
Mr Kenneth Tan (Lead Panel Member) Mr Eric Teng Mr Leon Ng Mr Stephen Loh Mr Amos Chua (Secretariat)	Mr Vincent Ha (Lead Panel Member) Mr Ho Chee Hon Mr Samuel Chan Ms Joyce Yu (Secretariat)	Mr Eric Teng (Lead Panel Member) Professor Yeo Wee Yong (NUS Business School) Professor Ruth Tan Dr Anne-Marie Gutierrez Mr Chua Hung Meng Mr Edward Lee Ms Gracelyn Ho Mr Steven Yeo Ms Sharon Chan (Secretariat)

YMCA CLUBS

International Y's Men Club of Singapore (Alpha Chapter)	Singapore Mandarin Toastmasters Club
Mr Stephen Loh (President) Mr Gerald Tay (Vice President with effect until 30 June 2022) Mr Raghavan Nair (Vice President with effect from 1 July 2022) Ms Patricia Lim (Honorary Secretary) Mr Peter Tay (Honorary Treasurer) Mr Eric Teng (Honorary Auditor) Mr Ma Poh How (Honorary Auditor) Ms Alice Lee (Community Service Director with effect from 1 July 2022) Mrs Chan Soon Sim (Program Director) Mr Chris Yap (Publicity / Fund Raising Director) Mr Daniel Ng (IPP / Fellowship Director) Mr David Lua (Project / Extension Director) Ms Doris Moh (World Outlook Director) Mr Edward Ong (LTOD Director) Mr Freddie Lee (Sports / Recreation Director) Mr James Tan (Membership / Inventory Director) Mr Jasper Tan (Community Service Director with effect until 30 June 2022) Rev Dr PJ John (Christian Emphasis) Ms Jean Chai (YMCA Liaison)	陈瑾 (会长) Ms Vennice Chen (Club President) 陈明川 (文教副会长) Mr Tan Meng Chuan (Vice President Education) 杨永顺 (会员副会长) Mr Yang Weng Soon (Vice President Membership) 李伟玲 (秘书) Ms Madelyn Lee Wei Ling (Secretary) 詹曼媚 (财务) Ms Sabrina Cham (Treasurer) 陈思凯 (礼宾司) Ms Chen Sikai (Sergeant-at-Arms) YMCA Toastmasters Club Ms May Yan Tan, DTM (President & Vice President Education) Mr Kwock Wing Ching, DTM (Vice President Membership) Mr Justyn Keloth, SR1 (Vice President Public Relations) Ms Cindy Ong, PI1 (Secretary) Mr Irvinder Singh (Secretary) Ms Xiao Yen Helen He (Sergeant-at-Arms)

UNIVERSITY-YMCA

Bi Uni-Y NTU and NUS	Uni-Y SMU
Mr Michiryu Aquila Tan Abigail (President) Mr Michio Apollos Tan Abigail (President) Ms Aarushi Mundra (Community Service Director (VaSSP)) Mr Adriel Triston Ong Jun (Personal Development Director) Ms Qu Chuxi (Recruitment Director) Ms Su Xiu Yen Charlize (Volunteer Management and Finance & Sponsorship Director / International Service Programme Director) Ms Tan Hui Ping (Volunteer Management and Finance & Sponsorship Director)	Ms Raena Tan Minn En (President) Ms Kang Ruo Xuan Debbie (Vice President (Internal Affairs)) Mr Ronald Lam Xuan Jie (Vice President (Social Impact)) Ms Cheng Wei Qi Amanda (Personal Development Director) Ms Claire Ho Su Suan (Volunteer Management and Finance & Sponsorship Director) Ms Dam Diem Quynh (Recruitment Director) Ms Diyanah Binte Abdul Jamal (Community Service Director (Project Yokefellow)) Ms Khoong Shi Yun (Community Service Director (Y Craft It!)) Ms Leang Ju Qin, Raena (International Service Programme Director) Ms Lim Kai Ern, Janissa (Volunteer Management and Finance & Sponsorship Director) Ms Lim Li Sien, Lydia (Community Service Director (Y Tutor)) Ms Pearlina Cheng Yoke Leng (Marketing & Publicity Director)
Uni-Y SUTD Ms Luo Yingrou (President) Ms Celeste Ng Xin Yuan (Marketing & Publicity Director) Ms Khin Myat Noe Zaw (Recruitment Director) Mr Lim Yi Zheng (Community Service Director (Y Craft It!))	

Management Team



Wu Mei Ling
General Secretary & CEO



Lynette Yeo
Assistant General Secretary
Social Enterprise



Joseph Chow
Division Head
International House
(YMCA @ One Orchard)



Ku Woei Pin
Division Head
Corporate Services



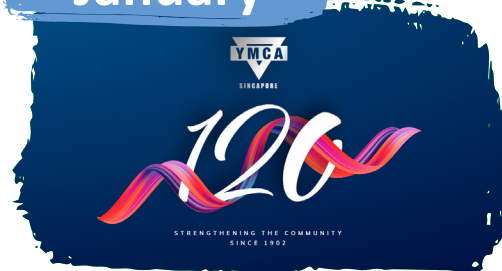
Sharon Chan
Division Head
Programmes

Heads of Department

General Secretary Office	Corporate Services	Social Enterprise	Programmes
Daphne Loo Marketing & Corporate Communications Jean Chai Membership & Clubs Sherilyn Lim (until 30 September 2022) Guo Weimin (with effect from 1 April 2023) Leong Peng Mun Strategy & Organisational Development	Kok Toong Keong (until 28 April 2023) Tan Bee Hong (with effect from 28 April 2023) Finance Pearly Leong (until 8 January 2023) Tracy Ki (with effect from 27 March 2023) Human Resources Leong Peng Mun IT & Building Services	Education Services Helen Tan Child Development Centre Limited Elsie Kwow (with effect from 1 April 2023) Education HQ Guo Weimin (until 1 April 2023) Student Care Centres Kindergarten Care Centres International House (YMCA @ One Orchard) Elsie Kwow (until 1 April 2023) Marketing & Events	Joyce Yu Youth Leadership Development (International Service Programme, Youth For Causes, University-YMCA) Ansellia Teo Youth Support (Special Needs) Amos Chua Youth Support (At-risk) Sharon Chan Community Engagement and Partnerships

Highlights of YMCA's 120th Anniversary

January



Launch of Special Promotion for YMCA Ordinary Life Membership

We launched a special promotion where members of public can sign up as a YMCA Ordinary Life Member for SGD \$120.00 (U.P. SGD \$535.00) and kick-start their YMCA journey with at least 120 minutes of volunteering with the YMCA. We received a total of 159 sign-ups, exceeding the target of 120.

16 March



YMCA Honour Luncheon: Celebrating Youth-at-Risk

We held our first Honour Luncheon of the year to celebrate our youth as they worked hard and completed the first milestone of the YMCA Vocational and Soft Skills Programme (VaSSP).

May – November



Sew Far Sew Good

Like unique pieces of patchwork seamlessly joined together, YMCA staff from the different divisions and departments came together to work on a special project; Sew Far Sew Good. The staff stitched 120 patchwork cushion covers and gifted them to the elderly at St Luke's ElderCare Residence @ Ang Mo Kio. It was heartwarming to see the elderly bearing smiles as they picked out their favourite cushion designs.

10 June



Revamp of YMCA Youth Hub

The Youth Hub was revamped to provide a welcoming, youth-centric space where YMCA members, volunteers, clients, visitors and staff gather for work and simple chats over coffee and snacks.

10 June



YMCA Honour Dinner: Celebrating Volunteers

An Honour Dinner was held in honour of YMCA's volunteers who have served actively in YMCA's programmes. Beyond gathering over 60 volunteers together for a time of celebration, the event included a segment where volunteers and staff from the respective departments came forward to affirm one another and share about how volunteering with YMCA has positively impacted them.

25 November



YMCA 120th Anniversary Thanksgiving

For the past 120 years, the YMCA of Singapore has been committed to strengthening the community, regardless of race, language or religion, through programmes, services and enterprises to develop the body, mind and spirit. On 25 November, we came together to look back on our journey of serving and impacting the community. A total of 80 staff and 80 guests attended the event. Together as one YMCA, we look forward to continuing our mission to strengthen and uplift more lives in the decades to come.

9 December



YMCA Honour Christmas: Celebrating Youth with Special Needs

YMCA held a cosy Christmas party to celebrate the season with 35 clients with special needs. Everyone had a good time over a scrumptious meal, activity booths and a series of performances by our talented clients and Y Dance instructor Aiden.

23 December



Conferment of Honorary Life Membership to Mr S. Dhanabalan for Contributions to Singapore and the YMCA of Singapore

The YMCA Board of Directors conferred the YMCA Honorary Life Membership to Mr S. Dhanabalan for rendering outstanding service and making significant contributions to the YMCA movement, community and nation. Mr Dhanabalan served as Chairman of the YMCA Advisory Council from 2011 to 2018. During that period, he provided strategic advice and worked alongside the YMCA Board of Directors to enhance board governance, which have helped to strengthen the YMCA over the years.

Our Year in Review

Membership and Clubs



7,203

YMCA Members



732

Subscriptions in fitness and dance



371

Students (15th Mandarin Speaking Awards)



776

Students (35th Plain English Speaking Awards)

Social Enterprise

Education Services



208

Children attended the YMCA Child Development Centres



4,228

Students attended the YMCA Kindergarten Care Centres and Student Care Centres



92

Trainees attended the YMCA Education Centre Courses



8

Professional diploma holders in leadership and management



167

International students hosted by YMCA Learning Centre

International House (YMCA @ One Orchard)



62,725

Guests stayed at International House (YMCA @ One Orchard)

Charity Transparency Award 2022

YMCA of Singapore was awarded the Charity Transparency Award 2022 (CTA). The Charity Transparency Awards, organised by the Charity Council, recognises charities of good disclosure practices that the Charity Transparency Framework (CTF) recommends. Mr Ho Chee Hon, Board Director, YMCA of Singapore received the award from the hands of Mr Desmond Chin, Commissioner of Charities, Ministry of Culture, Community and Youth at the Charity Transparency and Governance Awards ceremony on 9 November 2022. The event was graced by Mr Edwin Tong, Minister for Culture, Community and Youth. We give glory to God for blessing us with this award, as it affirms our commitment in living out two of YMCA's core values – accountability and honesty.

Youth Leadership Development (International Service Programme, Youth For Causes, University-YMCA)



2,311

International clients



5,078

Young community champions



625

Youth volunteers mobilised



969

Hours of voluntary service by youth volunteers



\$373,412

Raised

Youth Support (Special Needs and At-risk)



170

Clients



588

Volunteers



1,801.5

Hours of voluntary service



Membership

AT A GLANCE



No. of Corporate Members: 1	No. of Life Members: 615	No. of Ordinary (Life) Members: 1,343	No. of Ordinary (Term) Members: 201	No. of Youth (Term) Members: 5,043
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YMCA Members are like-minded individuals who aspire to become the best versions of themselves. They share a desire to reach out to the community and give what they have to offer. Throughout the year, they engage in various enriching activities such as classes and volunteering opportunities, in support of the less privileged at YMCA community service events. They also enjoy benefits and perks when patronising partnering organisations and have access to YMCA’s various facilities, such as the indoor gym, rooftop swimming pool and Youth Hub.



“I wouldn’t be here without my coaches. They have been a constant in my journey, not just in fencing but in life. They are always there for me.”
- Helena Chan
YMCA Fencing Member

Membership and Clubs

YMCA offers a wide range of clubs and activities that are designed to promote health, wellness and social connection. These clubs and activities are a great way for members to get involved in the community, meet new people, and try new things. One of the most popular clubs and activities include fencing.

Helena’s fencing journey started at the YMCA in October 2017 after a fencing camp in primary school which piqued her interest. Little did she know that this newfound interest would turn into a passion that would shape her life in the years to come. Since then, fencing has become an integral part of her life, providing her with numerous opportunities for personal growth and development.

Over the past five years, Helena has participated in both local and international competitions, showcasing her skills and talent on the world stage. Her hard work and dedication paid off in 2022 when she qualified for the national fencing team. When asked about fencing, Helena describes it as a “cool, elegant, sophisticated sport”, a kind of physical chess that requires strategic thinking and quick reflexes.

One of the things that Helena loves about fencing is the sense of camaraderie and community that it provides. Through fencing, she has met a lot of people and forged close friendships with fellow fencers who share her passion for the sport. She credits her coaches, Coach Maria, Coach Slava, and Coach Alex, for being nurturing and constant figures in her journey that have been instrumental in helping her achieve her goals.

YMCA Fitness and Dance

AT A GLANCE



No. of fencing members: 660

No. of fitness training members: 4

No. of swimming members: 68



The YMCA of Singapore promotes healthy and active lifestyles among members through fun and engaging activities. These programmes provide members with the chance to connect with one another and improve their physical and mental well-being, while also acquiring new skills. By maintaining good health, members can continually strengthen their bodies, minds and spirits to better serve the community when the opportunity arises.

YMCA Speaking Awards

AT A GLANCE

15th YMCA Mandarin Speaking Awards

No. of Students: 371



No. of schools: 106

35th YMCA Plain English Speaking Awards

No. of Students: 776



No. of schools: 177



The YMCA Speaking Awards, which comprises of the YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA), are national-level speaking competitions designed to enhance creativity, critical thinking and communication skills, as well as build confidence among youth. Experiential learning is incorporated into the competition to enrich and inspire the participants.

In 2022, the 35th instalment of the YMCA PESA saw the highest participation numbers to date, with over 700 students. The 15th YMCA MSA opened up to accept individual registrations for the first time.

YMCA Clubs

International Y's Men's Club of Singapore (Alpha Chapter)

The International Y's Men's Club of Singapore (Alpha Chapter), re-chartered in 1980 by YMCA members, is a service club affiliated to the YMCA of Singapore and Y's Men International. It is open to like-minded people, YMCA members and volunteers who desire to serve the community and support YMCA, both locally and overseas. The Club provides an excellent platform for youth empowerment and leadership development with worldwide networking opportunities. Over the years, it has organised fundraising activities in support of YMCA and participated in YMCA's community and youth programmes. With the easing of physical restrictions, the Club has gradually resumed physical fellowship and several community service activities.

A Christmas celebration was organised in December 2022 for 40 of the Club's regular elderly beneficiaries of SARAH Activity Centre (now renamed Sarah Active Ageing Centre) at 105 Jalan Bukit Merah, a community service project originally initiated by YMCA. Entertainment was also provided by Club members to bring joy to these beneficiaries. Regular club programmes were organised with guest speakers on topics of interest such as "MetaVerse", "SE Asia and US-Sino Rivalry – The Old and New" and "Schizophrenia".

Keeping up with the action against Climate Change, the Club organised a day whereby members and friends gathered to pick up litter and waste at Chestnut Nature Trail in support of the international programme on Week4Waste. Beyond Singapore, the Club provided financial support for the Cambodia YMCA Street Children Program for the 6th year.

Singapore Mandarin Toastmasters Club

The YMCA Singapore Mandarin Toastmasters Club empowers individuals to become more effective communicators and leaders. Why Mandarin? Mandarin has become an important language in business and normal conversation with other Mandarin-speaking people in Singapore and abroad.

In 2022, besides holding regular chapter meetings online, the Club organised various activities, including speech contests, special guest speeches, a reading club, a poster design competition, New Year celebrations, Christmas festive greetings and more. Towards the end of the year, the Club resumed monthly face-to-face meetings. These activities support the Club's members in their learning, growing, communication skills and interpersonal relationships.

YMCA Toastmasters Club

YMCA Toastmasters Club is dedicated to making a difference in the lives of people through education - creating opportunities for growth and development as they morph into more confident speakers, communicators, and leaders. In 2022, the Club celebrated its 25th Anniversary.

A notable achievement was receiving the President's Distinguished Club Award by Toastmasters International in the 2021/2022 term. This was a testimony to the Club's ability in teaching public speaking and leadership skills while mentoring its members to achieve personal excellence. For the Club to excel, individual members are motivated to undertake their own self-paced learning journeys in honing all aspects of their communication and leadership skills – thinking, organising, listening, speaking, and taking focused action to achieve their goals.

The Club also co-organised World Speech Day on 22 March 2022 with the Rotary E-Club. A total of 80 speeches were delivered over a one-day speech marathon by members of the Club, together with members of Toastmasters Clubs in Singapore, Malaysia and Indonesia.



"We wanted to teach the children the value of giving and it was heart-warming to witness the interaction between two different generations through giving and receiving of gifts."
- Rachele Mauricio
YMCA Education Services Staff

Education Services

YMCA Education Services is committed to nurturing children and youth to their highest potential. Through experiential and holistic learning, YMCA Education Services hopes to impart knowledge and instil values necessary to support the growth of coming generations.

Since 2015, one of our dedicated staff, Rachele, has been actively volunteering for the YMCA Christmas Project, an annual Christmas party organised for underprivileged groups. As she is far from her home country of The Philippines, this is her way of giving back to the local community and experiencing the Christmas spirit. Rachele's responsibilities include collecting donations and fulfilling the Christmas wish list of less fortunate children and youth at the centres. In a heartwarming gesture, 29 children from YMCA Child Development Centre @ Woodlands not only received packs of books and toys this year, but also had the chance to give cushions to 50 elderly members from NTUC Health Senior Day Care (Marsiling) and serenade them with Christmas songs.

YMCA Child Development Centre Limited

AT A GLANCE

No. of children who attended: 208
No. of Child Development Centres: 4



The YMCA Child Development Centre Limited offers a holistic education experience for children that integrates all aspects of learning into an experiential journey. Through fun and engaging classes such as gardening and current affairs, children are equipped with useful skills like information technology, art, and speech and drama. Learning takes place beyond the classroom as well, through involvement in YMCA social service events that enhance their communication skills and facilitate character development such as empathy, compassion and kindness.

With effect from 1 September 2022, the licence to operate the four YMCA Child Development Centres was transferred from the YMCA of Singapore to YMCA Child Development Centre Limited. This is in accordance with the C-POP Scheme by the Early Childhood Development Agency.

We are also happy to share that Ms Rupavathy D/O Khailasom, from YMCA Child Development Centre @ Zhenghua, was awarded the 2022 ECDA Outstanding Early Childhood Educator's Award.

YMCA Kindergarten Care Centres and Student Care Centres

AT A GLANCE

No. of students nurtured: 4,228
No. of Kindergarten Care Centres: 7
No. of Student Care Centres: 23



The YMCA Kindergarten Care Centres and Student Care Centres nurture children from as young as five years old in a conducive and safe learning environment. They are taught values such as responsibility and respect through a diverse, engaging curriculum. Children also get to participate in YMCA community service events and a range of activities organised by our partners where they build their communication skills and empathy, and learn about the importance of helping others.

On 3 January 2022, we opened our doors to welcome the first cohort of Kindergarten Care children to our newly established Centre at MOE Kindergarten @ Jurong West in Jurong West Primary School.

YMCA Education Centre

The YMCA Education Centre is an Approved Training Organisation. It offers Singapore Workforce Skills Qualification (WSQ) courses accredited by SkillsFuture Singapore (SSG), with a notable course being the Tony Buzan Leadership & Management Masterclass.



AT A GLANCE



No. of trainees: 92 No. of WSQ courses: 7 No. of WSQ Statement of Attainment: 92

No. of professional Diploma holders in leadership and management: 8

YMCA Learning Centre

AT A GLANCE



No. of international students hosted: 167

The YMCA Learning Centre conducts Study Tour programmes catering to both international and local students with the objectives of cultural immersion, fostering friendship and sharing intercultural knowledge through exchanges. The YMCA Learning Centre resumed operations in October 2022 and established a long-term partnership with Anubanrayong School in Thailand.



International House (YMCA @ One Orchard)

The YMCA International House, also known as YMCA @ One Orchard, is a social enterprise accommodation that provides affordable rooms with exclusive lifestyle facilities and complete amenities to a diverse demographic of guests. At the International House (YMCA @ One Orchard), we pride ourselves on not only providing our guests with an exceptional stay but also on supporting our employees with special needs in developing their employability and independent living skills.

Shaun Yip is a valued staff of the the International House (YMCA @ One Orchard) team, where he has been working with the housekeeping team for the past seven years. His journey though, has not been without its challenges. He contracted meningitis as a child, which resulted in a high fever that affected his mobility and weakened his muscles. This illness also had a cognitive impact, affecting his ability to learn and communicate effectively.

Despite these challenges, Shaun has persevered and worked hard to overcome them. With the help of his job coach, Shaun was referred to the International House (YMCA @ One Orchard) by Association for Persons with Special Needs (APSN). Despite having no prior experience in hospitality, through his hard work and dedication, he has mastered his role.

According to his supervisor, Shaun is a very friendly and supportive staff member who works very well with the team. He consistently displays good attendance and punctuality, and is always eager to come to work. Over the years, Shaun has become more confident in his role and has improved his communication skills, which has helped him to be more effective at his job.

When he is not working, Shaun can often be found participating in other YMCA activities as well. Shaun's story is a testament to the power of perseverance, determination and the work YMCA does in strengthening persons with special needs.

International House (YMCA @ One Orchard)

AT A GLANCE



Occupancy Rate: 94.5%

No. of guests who stayed at the YMCA International House (YMCA @ One Orchard): 62,725



The YMCA International House, also known as YMCA @ One Orchard, is a 110-room social enterprise accommodation that provides travellers with a comfortable home away from home, right here in the heart of our city. It continues to accommodate many international students and locals whose homes are undergoing renovation works.

The International House (YMCA @ One Orchard) provides work opportunities for persons with special needs, empowering them towards independent living. It also serves as a training ground for clients with special needs under the YMCA Train & Place Series.

“Service inspires.”

- Ivan Tang
YMCA Youth For Causes
Volunteer



Youth Leadership Development

YMCA Youth Leadership Development nurtures future leaders and builds a generation of skilled and compassionate changemakers who are dedicated to making a positive impact in their communities. Besides providing a platform for youth to enact positive change, these programmes also help them improve their capabilities and grow as individuals.

Ivan is a dedicated volunteer at the YMCA, having been awarded the Volunteer of the Year for his commitment to the YMCA Youth For Causes (YFC) programme. His journey with the YMCA began in 2014 when he participated in YFC, a programme that aims to empower young people to create positive change in their communities.

Over the years, Ivan has devoted his time and energy to mentoring the following batches of YFC participants and helping to run the annual event. For Ivan, volunteering with the YMCA has been a life-changing experience. He has not only been able to make a positive impact on the lives of those he serves, but he has also been inspired by the people he has met along the way. From YFC alumni to YMCA staff, Ivan has formed meaningful relationships and gained valuable insights that have enriched his life in countless ways. His commitment to volunteering is a testament to the transformative power of service and the positive impact that it can have on both the volunteer and those they serve.

YMCA International Service Programmes

AT A GLANCE

No. of clients: 2,311

No. of volunteers: 515

No. of hours of voluntary service: 708



YMCA International Service Programmes (ISPs) are dedicated to developing youth leaders with a global mindset. YMCA ISPs serve communities outside of Singapore, strengthening both them and our volunteers.

As the pandemic raged on for most of 2022, we have been able to successfully transition our programmes to the virtual space by leveraging technology and building strong relationships with partner organisations around the world. We created meaningful experiences through 36 virtual projects, connecting over 1000 young people from around the world, providing them with opportunities for personal and professional growth, cultural exchange and community building.

With the re-opening of international borders at the later part of 2022, we saw the resumption of physical expeditions to our regional counterparts. The first team of 20 participants from Singapore Polytechnic embarked on a trip to Chiang Mai, Thailand in December 2022 to help out in the construction of a drinking water fountain in Bankad Wittayakom High School. They also conducted English lessons, skill-based workshops and cultural programmes for the students.



YMCA Youth For Causes

AT A GLANCE

No. of young community champions mobilised: 5,078

No. of schools represented: 27

No. of Social Service Agencies (SSAs) supported: 34

Funds raised: \$373,412



The YMCA Youth For Causes (YFC) fosters social entrepreneurship and leadership skills in youth. The programme provides seed funding, mentorship and a fundraising license to youth every year, supporting them in conceptualising and executing projects to raise funds and awareness for social causes of their choice. From real-life experience in championing a social cause to innovating creative campaign ideas, YFC participants strengthen their entrepreneurial spirit and social responsibility through active learning outside the classroom.

In 2022, through funding support of Tan Chin Tuan Foundation, 79 teams of youths were selected to carry out their proposed initiatives with a seed funding of \$1,200 to raise awareness and funds for a social service agency (SSA) of their choice. Mr Eric Chua, Senior Parliamentary Secretary of the Ministry of Culture, Community and Youth & Ministry of Social and Family Development, graced the launch event and gave an inspirational speech to spur the youth champions on.



University-YMCA Singapore

AT A GLANCE

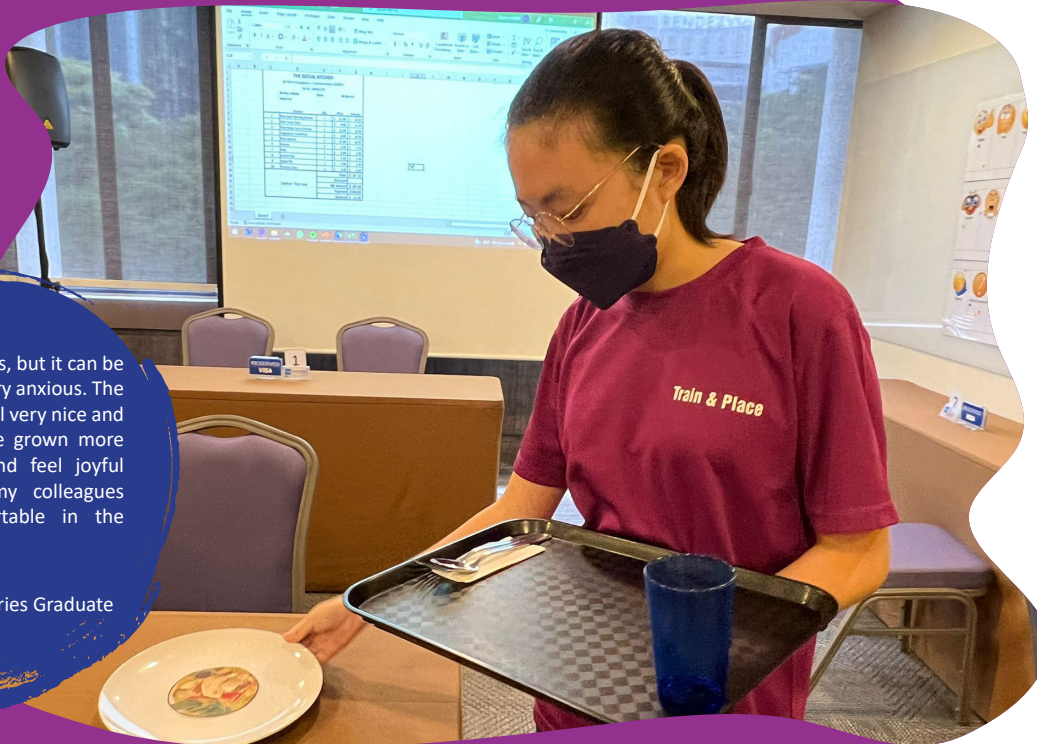
No. of university volunteers: 110
No. of hours of voluntary service: 261 hours
No. of sessions of youth development programmes: 82



University-YMCA (Uni-Y) is the university service club of YMCA. It consists of chapters in the National University of Singapore, Nanyang Technological University, Singapore Management University, and the Singapore University of Technology and Design. It brings youth together and mobilises them to become servant leaders with a conviction to put others before self. They are highly involved in organising and participating in local and international programmes aimed at serving underprivileged communities.

The Uni-Y experience is holistically enriched through various volunteer programmes such as Y Craft It! and Y Tutor. Y Craft It! nurtures young lives through arts and crafts, and intentional mentoring. Y Tutor connects youth-at-risk or out-of-school youth with Uni-Y volunteers who will tutor and guide them in their academic subjects.

Uni-YSMU won Gold for SMU's University Student Life Awards (USLA) this year, under the Special Interests & Adventure category. USLA are presented annually to outstanding students, faculty and staff who have contributed extensively to co-curricular education. These awards recognise the best efforts of individuals and groups in the areas of arts, sports, special interest and student leadership.



"I like to learn new things, but it can be difficult because I get very anxious. The trainers at YMCA were all very nice and patient with me. I have grown more confident in myself, and feel joyful communicating with my colleagues and feel very comfortable in the programme.

– Clarissa Ng
YMCA Train & Place Series Graduate

Youth Support

YMCA Youth Support conducts various programmes to empower youth with special needs and youth-at-risk. These initiatives strive to enhance the social development of young people and provide them with opportunities for gainful employment.

In 2022, we saw the launch of the YMCA Train & Place Series, a programme in partnership with Inclus and funded by Citi Foundation. The programme trains and co-supports persons with special needs towards gainful employment in the service and hospitality sector. Along with this, participants engage in various activities to enhance their physical, mental and emotional well-being. After completing the programme, they receive support through guided interviews and access to a network of partners to improve their chances of securing long-term employment. The first run of the programme in April 2022 saw six trainees graduate, where 100% of the trainees with special needs received job offers upon completing the programme.

Clarissa, a youth on the autism spectrum, is one of the graduates from the first run of the programme. After her N-level examinations, she felt lost and uncertain about her future. However, things took a turn when she joined the YMCA Train & Place Series, which has led her towards stable employment in an F&B-related role at a local hotel. Additionally, she has developed an interest in dance, which has helped her cope with stress and improve her motor skills.

Youth Support (At-Risk)

AT A GLANCE

No. of youth: 73
% of VaSSP youth who pursued further education or employment: 67%*
No. of volunteers: 20
No. of hours of voluntary service: 84.5



YMCA Youth Support (At-Risk) supports out-of-school youth and youth-at-risk through programmes that strengthen their skill sets, employability and character development.

One notable programme is the Vocational and Soft Skills Programme (VaSSP). VaSSP equips youth with vocational skills, including digital marketing and culinary skills among others, as well as soft skills such as communication, conflict management and job readiness skills. The youth also receive emotional and social support from our team of dedicated social workers during the programme, to facilitate their return to further studies or entry into the workforce.

**There are ongoing intervention programmes for youth that kickstarted in August and October 2022, and will officially end in February and April 2023 respectively. The statistics for these programmes are hence not reported in the YMCA Annual Report 2022.*

Youth Support (Special Needs)

AT A GLANCE

No. of clients: 97
No. of volunteers: 568
No. of hours of voluntary service: 1,717



YMCA Youth Support (Special Needs) provides structured and sustained programmes that uplift the lives of clients with special needs and empower them to work towards independent living. They also provide meaningful volunteering opportunities that help volunteers learn more about persons with special needs. While these clients are at our programmes, caregivers are also provided with some respite, allowing them to rest or to channel their time and energy to other tasks.

In 2022, the YMCA CLUB LITE Membership Club, a social activity club for persons with moderate to low special needs, was launched. The Club aims to further develop their potential while offering them a safe and conducive environment to LEARN new skills, be INSPIRED by fresh and exciting experiences, discover passions they will THRIVE in, and feel EMPOWERED by a supportive community. The Club conducts various activities including free Zumba classes, movie screening sessions and upskilling workshops. There are currently more than 50 members in the Club.



Community Engagement and Partnerships

YMCA Community Engagement and Partnerships is the backbone of the YMCA Programmes Division which drives fundraising events and initiatives, volunteer and donor engagements that play vital roles in supporting the various programmes that uplift the lives of our youth clients.

The many fundraising efforts have helped to generate financial resources to support the cost of our vocational training and social development programmes for youth-at-risk, youth with special needs, youth volunteers and leaders. Our volunteers bring a wealth of skills, experience, and passion to the cause, providing much-needed support and helping to expand YMCA's reach and impact. Strong donor engagement is essential in building lasting relationships with supporters, cultivating a sense of community and shared purpose, and secure ongoing financial support. By effectively engaging with volunteers, donors and supporters, we not only meet our immediate needs, but also establish a solid foundation for sustainable social impact.

YMCA-Lim Kim San Volunteers Programme

AT A GLANCE



No. of VSMP graduates (2021 batch who graduated in 2022): 35



The YMCA-Lim Kim San Volunteers Programme promotes volunteerism and enhances volunteer capabilities, strengthening the impact of our volunteers' efforts. In addition to providing volunteering opportunities to individuals and corporations and recruiting them, the programme also trains them through the YMCA-NUS Business School Volunteer Service Management Programme (VSMP). It equips participants with essential skills for managing community service projects, including events management, financial management, risk management and measuring social impact.

The annual YMCA-Lim Kim San Volunteer Awards celebrates the achievements and contributions of dedicated volunteers and encourages a lasting journey of strengthening others. In 2022, we spotlight over 130 outstanding and dedicated volunteers for their efforts in serving the community, through sharing their time, talents and treasure to uplift lives across various YMCA programmes.

Fundraising Events

18 March



YMCA 22nd Charity Golf

120 esteemed guests golfed for good at the YMCA 22nd Charity Golf, raising \$268,547 for the YMCA-Lim Kim San Volunteers Programme. The programme recruits volunteers and enhances their capabilities to carry out social service with excellence. Our wholehearted appreciation goes to Mr Ee Kuo Ren, the Lead Panel Member of the YMCA Charity Golf 2022, for his contribution in leading the YMCA Charity Golf event for the past few years and for bringing in significant support through his efforts to strengthen YMCA's volunteer scene.

YMCA Special Needs Inclusive Challenge

The third instalment of the YMCA Special Needs Inclusive Challenge was held as a virtual adventure to conquer Mt Fuji. 173 participants joined ten YMCA Special Needs Ambassadors to raise awareness and funds to support YMCA programmes that champion, challenge and train youth with special needs. Members of the public could choose to go solo or join as a team to climb (3,776m) or walk/run/hike/cycle (120km) around Singapore, in a journey to conquer Mt Fuji virtually. Through our participants' fundraising efforts and the support of generous donors, we raised \$145,664 for the YMCA Community Services Fund, which supports vocational training and enrichment programmes for youth with special needs, as well as youth-at-risk and youth-in-need.

In celebration of YMCA's 120th year of strengthening youth with special needs and the community, YMCA Special Needs Ambassadors, along with other clients with special needs, their caretakers, corporate volunteers and staff, also went on three special hikes to form '120' on the Singapore map. We are honoured to have Ms Denise Phua, Mayor, Central Singapore District and Member of Parliament, Jalan Besar GRC, join us on a scenic walk at The Rail Corridor that kick-started the series of special hikes.

4 June to 31 August



YMCA Giving Gala: Transforming Lives

142 esteemed guests attended the YMCA Giving Gala, a fundraising dinner held in support of youth with special needs and youth-at-risk. The event advocated for inclusivity by showcasing the potential of YMCA's clients through a display of handicrafts created by clients with special needs and performances by YMCA's talented youth clients. With the generous support of the guests and donors, \$163,960 (excluding matched funds*) was raised for the YMCA Community Services Fund. The event was graced by YMCA's Patron-in-Chief, President Halimah Yacob.

11 November



3 December



YMCA Flag Day

YMCA Flag Day returned as a physical event after a hiatus due to the COVID-19 pandemic. 112 volunteers, along with YMCA's clients with special needs, went around the island to raise \$61,553 (excluding matched funds*) for the YMCA Community Services Fund.



*This amount raised does not include any matching government grant as per the time of finalising the Annual Report 2022.

With Gratitude

Corporates and Organisations

\$300,000 and above

Citi Foundation

\$100,000 and above

Tan Chin Tuan Foundation
TL Whang Foundation Limited

\$50,000 and above

Nunchi Marine Pte Ltd

\$10,000 and above

JCCI Singapore Foundation Limited
Laser Printing Industries Pte Ltd
Leon Overseas Pte Ltd
LHN Group Pte Ltd
Mitsubishi Electric Asia Pte Ltd
NTUC Fairprice Foundation Limited
Pei Hwa Foundation Limited
Renergy Engineering LLP
Robert Khan & Co Pte Ltd
The Community Foundation of Singapore

\$5,000 and above

AP Oil International Limited
Artisan Jewellery Pte Ltd
Citibank N.A., Singapore
DBS Bank Ltd
DLOH Strategic Development Pte Ltd
Heeton Holdings Limited
Tanah Merah Country Club
The Singapore Island Country Club

\$3,000 and above

Bank of Montreal Singapore Branch
Centaur Asia Pacific (Singapore) Pte Ltd
Ho Bee Foundation
Wesley Methodist Church

\$1,000 and above

Central Singapore Community Development
Randstad Pte Limited
Urban Haircare Pte Ltd

Individuals

\$10,000 and above

Chan Lui Ming Ivan
Chew Gek Khim
Eric Teng Heng Chew
Lim Boon Heng
Lim Kiat Seng
Lim Mee Goh
Loo Tze Lui
Neo Boon Chye
Teo Zi-Ming
Tony Soh Cheow Yeow
Wee Wei Ling
Woodward Jonathan Francis

\$5,000 and above

Bridges Guy Andrew Charles Innes
Hang Ing Hua Mary
Lee Fei
Leslie Wong Kin Wah
Loh Sur Yong Stephen
Phua Lay Peng Denise
Tan Guan Hiang
Tan Suan Tiu Bryan

\$3,000 and above

Beng Kian Siew
Chan Kung Yeong Christopher
Chia Ywai Kong, Johann Kevin
Chong Cheong Heng
Dyeo Kok Hong
Gilbert Quah
Goi Kok Ming
Hendro Chong
Jared Tang
Lam Kun Kin
Richard Yong Chin-Wee
Shinji Shiraishi
Tay Jun Cheng, Adrian
Teo Eng Cheong
Teo Soon Ann Spencer
Ting See Ho
Wong Hin Sun Eugene
Yeo Wei Shoon Freda

\$1,000 and above

Chan Geck Kow
Cheah Khuan Yew
Chen Siyuan
Ching Liang Heng Albert
Christine Yong Lee Yong
Goh Jin Xiong
Goh Mui Pong
Gomez Maguregui Aitor
Henry Tano
Hung Kuen Chan
Joshua Lee
Kate Khuu Ratcliffe
Koh Li Khim Margaret
Kwok Chun Yue
Law Sau Mui Christina
Li Jiaming
Loh Yu An Henry
Magdalene Sik
Magdalene Teo-Yong Siew Lee
Ong Chin Boon
Peh Ping Teik
Phua Tien-En, Joel
Richard Eu
Samuel Chan Wei Mun
Sim Boon Keat
Slawomir Piotr Rogulski
Suwantara Gotama Lim
Thean Pik Yuen Valerie
Toh Boo Guan
Vikram Subrahmanyam
Wang Yingwei
Wong Sen Yang
Wong Shih Hsiang Deborah

The YMCA of Singapore expresses our heartfelt appreciation to partners and donors of all amounts. It is with your generous contributions that we are able to impact lives within the community.

Thank you for empowering our helping hands!

Governance Evaluation

S/N	Code Description	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N.A.
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	N.A.
4	"The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity."	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	N.A.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing 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 charity's activities are in line with the charity's 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 the plan.	3.2.4	Complied

Human Resource 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 governing 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? (skip item 16 if “No”)		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 the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that 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, and 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 the charity’s expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if “No”)		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 financial year? (skip item 23 if “No”)		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 financial year? (skip item 24 if “No”)		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	"The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings."	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)		No
26	No governing board member is involved in setting his own remuneration.	2.2	N.A.

27	"The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated."	8.3	N.A.
	Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	"The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration."	8.4	Complied
30	"The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial 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
Tony Soh	6/6	Cynthia Tan	4/6
Kenneth Tan	5/6	Vincent Ha	5/6
Loo Tze Lui	5/6	Eric Teng	5/6
Teo Zi-Ming	6/6	Leon Ng	6/6
Samuel Chan	5/6	Pek Hak Bin	5/6
Albert Ching	6/6	Eugene Wong	4/6
Teo Eng Cheong	2/6	Tan Sze Wee (Co-opted)	4/6
Ho Chee Hon	6/6	Joshua Lee (Co-opted)	5/6
Steven Chia	4/6		

Policies

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

BOARD GOVERNANCE

Board of Directors (“BOD”) and Office Bearers

At the first meeting of the 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 years and such persons shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 2 years. The current Honorary Treasurer has been elected to the post since Board term 2020 / 2021.

No Board Members are remunerated for their Board services.

Executive Committee

The Executive Committee (“ExCo”) comprises the President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer. 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 Delegation of Authority (“DOA”) chart, in the normal course of business. ExCo keeps the BOD fully informed on the affairs of the Association and where appropriate, refers 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 Human Resource Committee appointed by the BOD. 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 & CEO. The Committee also advises on talent identification and development programmes for staff.

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 (through its audited financial statements) 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.

The Association does not have paid staff who are close members of the family of the General Secretary & CEO or BOD, who receive more than \$50,000 during the year.

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.

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 Statement of Financial Reporting Standards in Singapore (“FRS”).

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

Reserves Policy

YMCA targets for an optimum of three years of operating reserves. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy. As at the end of 2022, our ratio of reserves to annual operating expenditure stands at 0.6 years.

The restricted funds and their purposes are listed in the Notes to the Financial Statements.

YMCA also has 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 Statement which are regularly reviewed and approved by the BOD to allow for flexibility according to the market environment. This Committee is appointed by the BOD to exercise prudence and good stewardship in relation to the Investible Portion of Reserves of the Association.

The current objective stipulated in the Investment Policy Statement is for the Committee to return a 3-Year Rolling-Average Returns net of fees that is equal or exceed the hurdle rate, defined as Singapore’s annualized consumer inflation rate (Consumer Price Index) for the same 3-year period (as compiled by the Department of Statistics).

DISCLOSURE AND TRANSPARENCY

There is a Conflict of Interest policy approved by the BOD. Annually, the BOD and Management Staff make declarations of actual or potential conflicts of interest to the BOD in accordance with the policy.

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 BOD for acceptance.

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

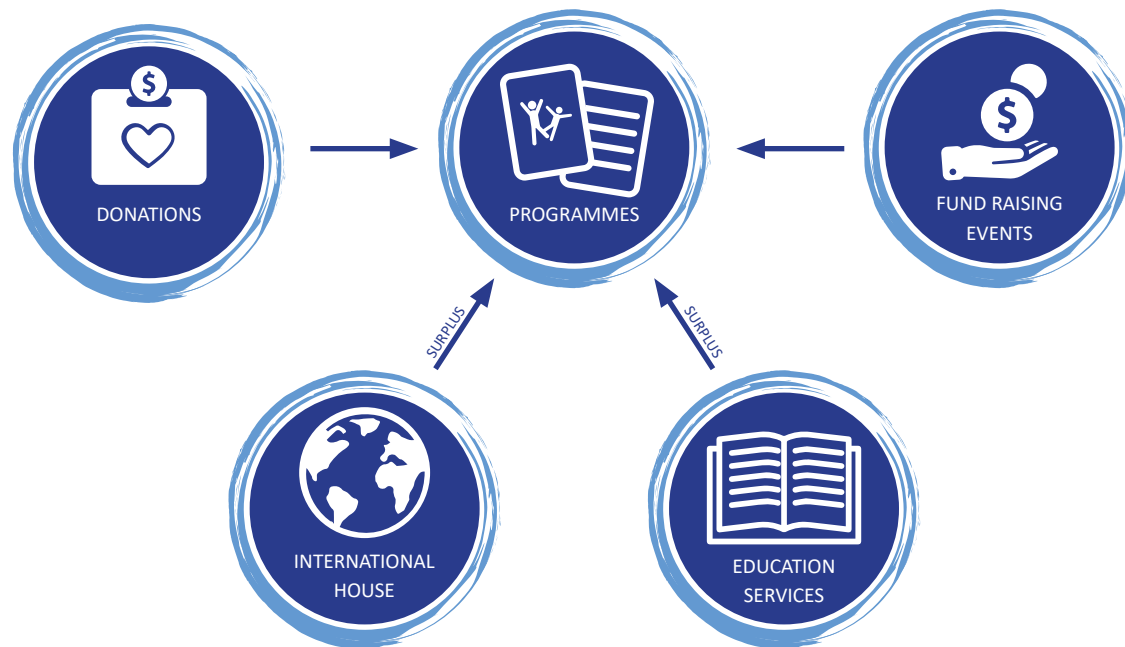
FUNDRAISING PRACTICES

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

The Resource Panel for each fundraising event consists of volunteers and is supported by staff. Donors are informed of our objectives and targets.

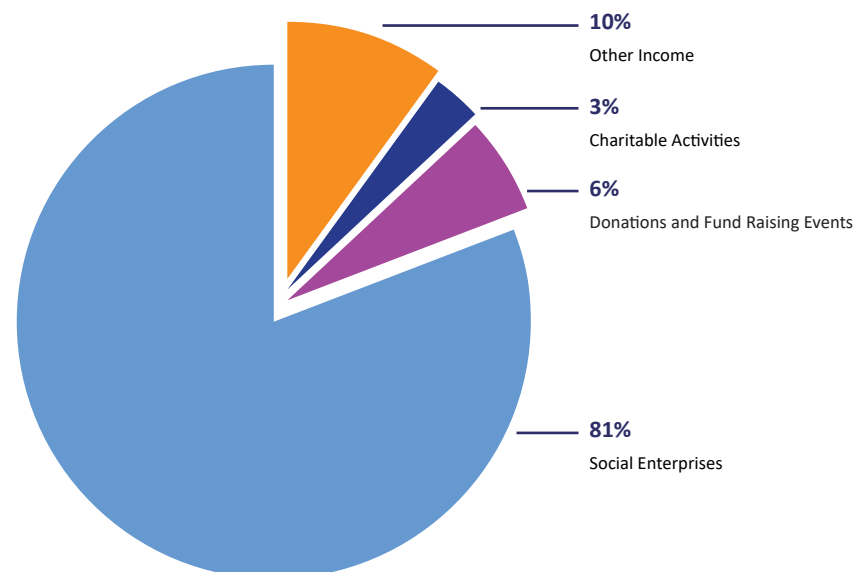
The operating surpluses of social enterprises in YMCA, namely the International House (YMCA @ One Orchard) and Education Services, as well as the support of regular donors and fundraising activities, have allowed YMCA to be financially sustainable.

Financial Strategy



Sources of Income for 2022

\$ 26,059,185



Financial Information

For Year Ended
31 December 2022

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

Financial Information

	2022	2021
	S\$'000	S\$'000
STATEMENT OF FINANCIAL POSITION		
Non-Current Assets	4,015	3,957
Current Assets	33,709	31,842
Total Assets	37,724	35,799
Total Liabilities	(4,294)	(4,150)
TOTAL FUNDS	33,430	31,649
STATEMENT OF COMPREHENSIVE INCOME		
Revenue:		
Education	17,312	17,155
International House	3,786	2,199
Membership	361	175
Community Services	493	512
Volunteer & Youth Development Programmes	195	42
International Service Programmes	190	108
Donations & Fund Raising Events	1,693	1,714
Corporate Services	1,590	1,349
Investment Income	324	204
Amortisation of building asset capitalisation reserve	115	115
	26,059	23,573
Costs:		
Education	16,592	16,162
International House	3,965	3,452
Membership	484	415
Community Services	1,382	1,802
Volunteer & Youth Development Programmes	618	492
International Service Programmes	207	156
Donations & Fund Raising Events	392	410
Corporate Services	427	376
Investment Expenses/Loss	1	1
Non Operating Expenses	95	85
	24,163	23,351
TOTAL COMPREHENSIVE INCOME	1,896	222
STATEMENT OF CASHFLOW		
Net cash effect of operating activities	1,870	(570)
Net cash effect of investing activities	(2,348)	368
Net change in cash and cash equivalents	(478)	(202)
Cash and cash equivalents as at 1 January	28,241	28,443
Cash and cash equivalents as at 31 December	27,763	28,241

Y stands for
YOUTH

We champion, challenge and train youth with special needs, youth-at-risk, and youth volunteers and leaders to become independent and effective contributors to an inclusive society.