



SINGAPORE
SINCE 1902

YMCA

STRONG


BUILDING LIVES

Through 110 Years of Education & 20 Years of Youth For Causes

2023

ANNUAL REPORT

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

Accountability

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

Servant Leadership

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

Respect

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

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

Excellence

To strive for best practices



YMCA celebrated 110 years of Education Services and 20 years of Youth For Causes!

We started technical education courses in 1913 and introduced typewriting classes in 1919. The artwork, created by renowned local graphic artist tobyato, on the cover image and throughout the Annual Report, pays tribute to the various stages of the YMCA educational journey.

A typewriter is featured as the main motif surrounded by big block letters. This represents the bold statements and achievements of YMCA Education Services over the past 110 years. The camera, another motif amidst lightning/electricity symbolises YMCA Education Services looking into the lens of the future. Moving forward with positive energy, YMCA Education Services continues to serve the community with wholistic care and educational programmes, impacting future generations.

YMCA's Youth For Causes is one of the most enduring youth social entrepreneurship programmes in Singapore. Hop over to Page 14 to catch a glimpse of its impact and celebrations.





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



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President's Message

Since 1902, the YMCA of Singapore has been serving and impacting communities and youth in Singapore and the region. We do this through identifying pertinent needs in the community, especially that of young people, and mobilising resources to meet those needs. At the same time, we also develop and challenge young people to step up and lead in serving and impacting communities.

As Singapore and the world move into the post-Covid era, the needs of the community have evolved. Climate change, shifting economic conditions, geo-political tensions, and the advent of artificial intelligence all bring opportunities and challenges for our young people and communities. To be relevant in serving and impacting communities and youth, the YMCA of Singapore has embarked on a strategic review exercise. The focus of this exercise is to identify current and emerging trends and needs of communities and youth, alongside the capacity and capability requirements of our organisation to effectively and impactfully address those needs. As an affirmation of our belief in and commitment to youth, a youth-led Board and Management retreat took place in November 2023, as part of this exercise. To be completed by the second quarter of 2024, the exercise is expected to produce a strategic plan that will guide the YMCA of Singapore into our next phase of growth and development. We look forward to updating our members and stakeholders when the plan is ready in the later part of 2024.

Concurrently, the YMCA of Singapore has begun working on our contribution to the World YMCA Vision 2030, in particular, the pillars of Meaningful Work, Sustainable Planet and Community Well-Being. Our General Secretary & CEO, Ms Wu Mei Ling, represented YMCA of Singapore at the YMCA National General Secretaries Meeting held at YMCA at the Rockies, Estes Park, Colorado, where leaders from over 60 countries convened to review progress on YMCA Vision 2030. We supported the Global Youth Meaningful Work Survey as Youth Champions for the Meaningful Work Pillar. An inter-divisional Green Ambassadors Team has been formed and underwent training in Chiang Mai, Thailand, to identify possible green initiatives to adopt across our programmes, services and enterprises. Community Well-Being initiatives continue to be rolled out for youth-at-risk, youth with special needs and communities in the region served by our International Service Programmes. Additionally, we have also expanded our care towards the mental well-being of our staff through mental health awareness and care talks as well as access to counselling services.

We continue with our efforts to explore various options to transform 1 Orchard Road – the precious asset that YMCA is blessed with. We will carefully consider how to invest in refreshing this asset with the focus on serving and impacting communities, through increased relevance and engagement of young people and enhanced hospitality offerings. The Board of Directors has set up a task force to work on this important project, and it is expected to present its recommendations in mid-2024.

In 2023, YMCA of Singapore continued to focus on its mission of serving and impacting the community. Through its programmes, services and enterprises, YMCA served over 4,700 children, 6,800 youths, 7,500 members and 62,000 guests, supported by more than 5,300 volunteers. We are thankful for the privilege to serve and look forward to broader and deeper engagements as we firm up and roll out our plans in the years to come.

The privilege to serve and impact communities and youth is made possible by the strong support YMCA has enjoyed over the years from our members, donors, volunteers and supporters. On behalf of the Board and Management of the YMCA of Singapore, I would like to express our heartfelt appreciation to Madam Halimah Yacob, the eighth President of the Republic of Singapore. As YMCA's Patron-in-Chief from 2017 to 2023, Madam Halimah's passion in championing special needs has inspired our staff, volunteers, and most importantly, the young people with special needs and their caregivers. We are deeply grateful to President Tharman Shanmugaratnam, the ninth President of the Republic of Singapore, for graciously accepting our invitation to serve as YMCA's next Patron-in-Chief. We look forward to strengthening our community with his invaluable support and patronage. We are also very grateful for our Advisory Council Members, Trustees, Board Directors, Committee Members, Resource Panel Members and the many volunteers and donors who generously invested their time, talent and treasure into the work of the YMCA.

Finally, a big thank you to the YMCA staff team for their unwavering commitment and tireless efforts in serving and impacting communities and youth as one YMCA – different roles, one mission.

To God be all the glory
Tony Soh
President



General Secretary & CEO's Message



We are thankful for 2023. YMCA of Singapore marked 2 significant milestones in this year – the 110th Anniversary of YMCA Education Services and 20th anniversary of YMCA Youth For Causes.

YMCA Education Services have been an integral part of the organisation since its early beginnings in Singapore. Aligned with the needs of the times, its curriculum ran the gamut of technical and commercial education to enrichment classes to career and personal development programmes for youth. In its most recent past history, it ran a school for youth who needed an alternative Secondary-level pathway and partnered with an overseas university to provide a Master of Business Administration Programme for mid-career aspirants. Today, YMCA Education Services serve over 4,600 students annually, across its 29 student care, kindergarten care and child development centres.

In celebration of YMCA Education Services' 110th Anniversary, 2 alumni gatherings were held. 7 students who graduated from YMCA Student Care Centre @ Springdale in 2018 and 22 students who graduated from YMCA Student Care Centre @ Jurong West 1 between 2013 and 2019, turned up. We are greatly encouraged to hear that all of them have moved on to higher education. Additionally, one is gainfully employed as a nurse in Ng Teng Fong Hospital while another is serving National Service. The Anniversary was also marked with an interactive art exhibit by young local trailblazing visual artist, tobyato. His tenacity and dedication to his craft despite his youth aligns with YMCA Education Services' commitment to nurturing communities through education since its beginnings.

YMCA Youth For Causes (YFC) marked its 20th anniversary with the theme 'Ignite the Spark'. In line with the theme, the mission of YFC is to ignite a spark in our youth champions, to serve and impact the lives of others in the community, through their YFC projects and beyond. Over the past 2 decades, YFC successfully mobilised more than 150,000 volunteers to raise awareness and more than \$10 million for over 150 Social Service Agencies (SSAs). During its Anniversary celebrations, the YMCA – Robert Loh Social Service Internship Programme was launched to provide deeper and hands-on experiences to train and challenge youth in their giving journey.

The climax of 2023 was the triumph of YMCA's 10 Special Needs Ambassadors in their successful summit of Mount Fuji. At a height of 3,776m, summiting Mount Fuji was no easy feat. The Special Needs Ambassadors with the support of 26 volunteers, staff and caregivers trained through conquering 160–200 flights of stairs weekly, and carried weights of at least 3kg in their bags during most of their training sessions. On 26 August 2023, the Ambassadors together with their team of supporters successfully scaled Mount Fuji! Their tenacity and can-do spirit serve as an inspiration for us all. On this note, I would like to record a word of thanks to our corporate donors Rajah & Tann Foundation, PwC Singapore, Japanese Chamber of Commerce & Industry Singapore Foundation and Takashimaya Singapore Ltd who had been unstinting in their support of this Inclusive Challenge! Our heartfelt appreciation, too, for our sponsors-in-kind whose names can be found in the 'With Gratitude' section of the Annual Report.

YMCA's milestones and success through the years was made possible by the trust and unwavering support of volunteers, donors and partners. They all played important roles in the triumphant stories of the children, youth and communities we serve. To them, we owe our deepest gratitude. We are also thankful for the past and present staff of the YMCA of Singapore. Their passion, dedication and service to the community and organisation have enabled the YMCA story to continue. Thank you for 2023 and the years past.

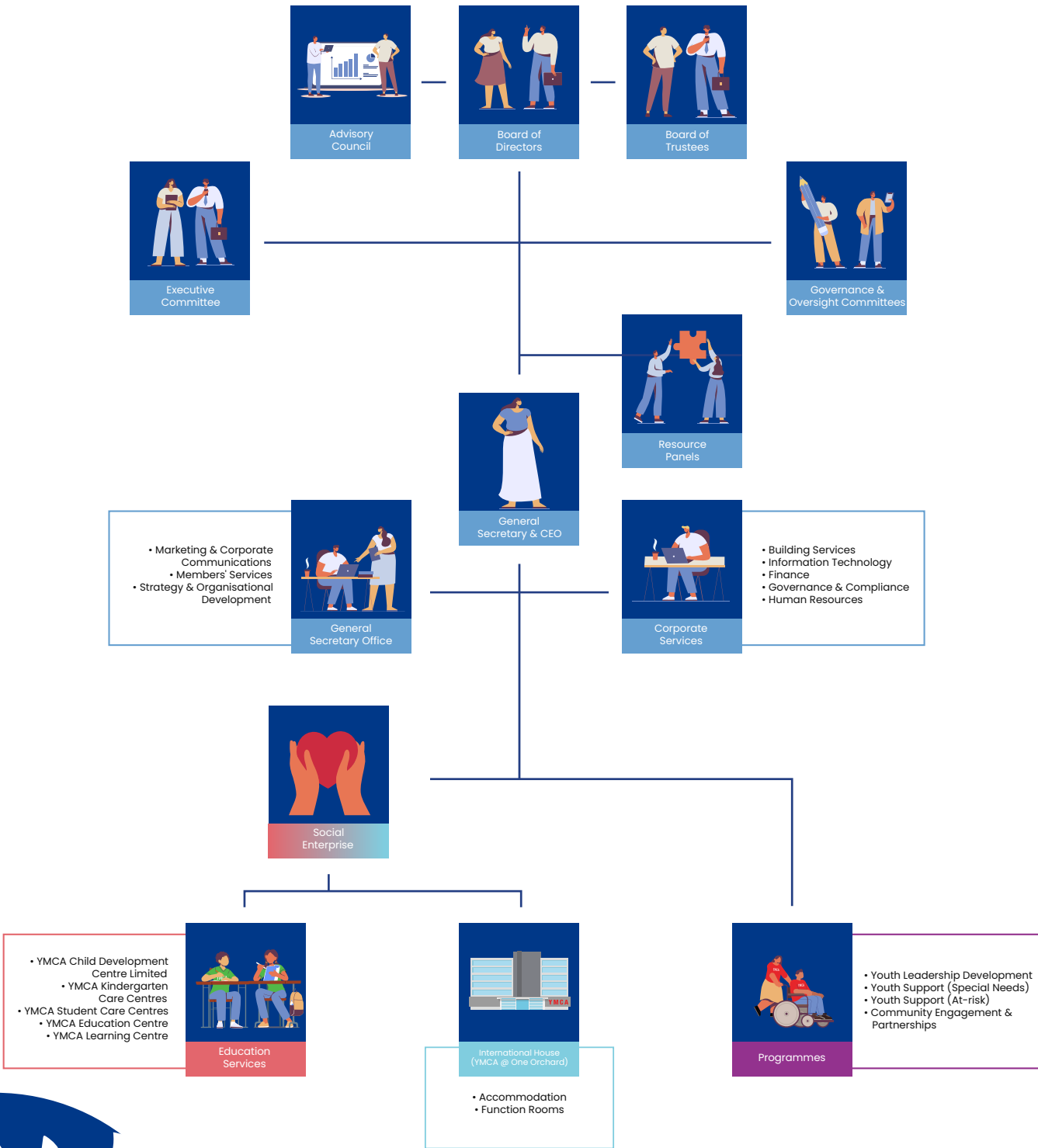
Moving forward, YMCA's future commitments and plans include i) strengthening our education, community and membership services through staff development, stronger stakeholder engagements and integrated workflows; ii) embracing an organisation-wide approach to youth development; and iii) redeveloping our building on 1 Orchard Road to better serve the present and future needs of youth and communities.

May the Lord continue to guide and flourish the work of our hands.

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

(Until 13 September 2023)

His Excellency Mr Tharman Shanmugaratnam
President of the Republic of Singapore

(From 16 October 2023)

Board of Trustees

Mr Tay Puan Siong, JP, PBM
Mr Eric Teng, BBM, PBM
Mr David Wong, BBM (L), BBM, PPA(P), PBM

HOW TO INSPIRE GRE

**Vice President
(as of May 2019)
Mr Kenneth Tan**

Chairman, Singapore Film Society

First appointed May 2018

**Honorary Treasurer
(as of May 2020)
Mr Samuel Chan**

Treasury & Market Professional,
Temasek International

First appointed May 2019

**Board Member
Mr Joshua Lee**

Lead Portfolio Manager,
Senior Vice President,
Lombard Odier Group

First appointed May 2023



**President
(as of May 2021)
Mr Tony Soh**

CEO, National Volunteer &
Philanthropy Centre

First appointed May 2018

**Honorary Secretary
(as of May 2019)
Mr Zed Teo Zi-Ming**

Director Investigations, Chainalysis
(On secondment from
Singapore Public Service)

First appointed May 2019

**Assistant Honorary Secretary
(as of May 2023)
Mr Ho Chee Hon**

Chief Executive Officer,
AP Oil International Limited

First appointed May 2019

**Board Member
Ms Cynthia Tan**
Retiree

First appointed May 2017

The YMCA of Singapore expresses sincere gratitude to Ms Loo Tze Lui, Investment Manager, Sandalwood Associates, for her dedicated service as Board of Director, first appointed May 2017 and Vice President, since May 2021. She concluded her tenure for both on 1 November 2023.

EATNESS

Board Member
Mr Pek Hak Bin
Company Director,
Tayrona Financial Pte Ltd
First appointed May 2020



Board Member
Mr Leon Ng
Retiree
First appointed May 2020

Board Member
Mr Albert Ching
CEO, Singapore Cancer Society
First appointed May 2016
(YMCA of Singapore)

First appointed September 2023
(YMCA Child Development Centre Limited)



Board Member
Mr Eric Teng, BBM, PBM
CEO, The Straits Trading
Company Limited
First appointed May 2019



Board Member
Mr Vincent Ha
CEO, Lyte Ventures Pte. Ltd.
First appointed May 2019
(YMCA of Singapore)

First appointed September 2023
(YMCA Child Development Centre Limited)



Co-opted Director
Ms Tan Sze Wee
ED, Rainbow Centre - Head Office
First co-opted May 2021
(YMCA of Singapore)
First appointed September 2023
(Board Member, YMCA Child Development Centre Limited)

Advisory Council



Chairman
Mr Lim Boon Heng

Appointed September 2020



Member
Mr Jonathan Larsen

Appointed October 2021



Member
Mr Khoo Boon Hui
PPA, PBS, PJG

Appointed October 2021



Member
Mr Tan Gee Paw
PPA, DUBC

Appointed October 2021



Member
Mr Tay Puan Siong
JP, PBM

Appointed October 2021

Honorary Life Members

Mr Cecil V R Wong
Mdm Halimah Yacob
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 & Moderator
Orchard Road Presbyterian Church

Rev Raymond Fong

Pastor-in-Charge
Wesley Methodist Church

Honorary Legal Advisors

Mr Bryan Tan
Mr Laurence Wee
Mr Peter Sim, BBM

Banker

DBS Bank Ltd

Auditor

Lo Hock Ling & Co

Committees

Governance Committees

Executive

Mr Tony Soh (President)
Mr Kenneth Tan (Vice President)
Ms Loo Tze Lui (Vice President)
(Until 1 November 2023)
Mr Zed Teo Zi-Ming (Honorary Secretary)
Mr Samuel Chan (Honorary Treasurer)
Mr Ho Chee Hon (Assistant Honorary Treasurer)
Ms Wu Mei Ling (Secretariat)

Audit & Risk

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

Nominations

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

Investment

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

Human Resource

Ms Cynthia Tan (Chairman)
Mr Vincent Ha
Mr Ho Chee Hon
Mr Kenneth Tan
Mr Ku Woei Pin (Secretariat)

Oversight Committees

Education

Mr Tony Soh (Chairman)
Mr Andrew Chew
Mr Ho Chee Hon
Ms Patricia Koh
Mr Tony Lai
Mr Ezra Ng
Mrs Magdalene Sik
(Until 2 October 2023)
Ms Tan Sze Wee
Mrs Irene Tay-Koh Chye Choo
Mrs Helen Tan (Secretariat)

International House

Mr Pek Hak Bin (Chairman)
Mr Choe Peng Sum
Mr Vincent Ha
Ms Loo Tze Lui
(Until 1 November 2023)
Ms Tsng Boon Kiat
Mr Eugene Wong
Mr Danny Yeo
Mr Joseph Chow (Secretariat)

Programmes

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

Fundraising

Mr Joshua Lee (Chairman)
Mr Steven Chia
Mr Ee Kuo Ren
Mr Stephen Loh
Ms Cynthia Tan
Mr Peter Tay
Mr Eric Teng
Ms Hannah Tan (Secretariat)
(Until 8 December 2023)

Resource Panels

YMCA – NUS Business School Volunteer Service Management Programme (VSMP)

Mr Eric Teng (Lead Panel Member)
Mr Chua Hung Meng
Dr Anne-Marie Gutierrez
Ms Gracelyn Ho
Mr Edward Lee
Prof Ruth Tan
Mr Steven Yeo
Prof Yeo Wee Yong (NUS Business School)
Ms Sharon Chan (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
Ms Lynette Yeo (Secretariat)

Information Technology

Mr Leon Ng (Lead Panel Member)
Mr Chan Wee Kit
Mr Teng Chuan Hiang
Dr Ting See Ho
Mr Leong Peng Mun (Secretariat)

16th YMCA Mandarin Speaking Awards

Mr Kenneth Tan (Lead Panel Member)
Ms Rita Goh
Mr Ma Poh How
Mr Toh Teck Wang
Ms Wong Lee Jeng
Ms Jean Chai (Secretariat)

36th YMCA Plain English Speaking Awards

Mr Steven Chia (Lead Panel Member)
Ms Chew Siang Jiun
Ms April Chin
Ms Rita Goh
Mr Stanley Leong
Ms Jean Chai (Secretariat)

YMCA Clubs

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

Mr Stephen Loh (Club President)
Mr Raghavan Nair (Vice President)
Ms Patricia Lim (Honorary Secretary)
Mr David Lua (Honorary Treasurer)
Mr Eric Teng (Honorary Auditor)
Mr Ma Poh How (Honorary Auditor)
Rev Dr PJ John
Ms Alice Lee
Mr Freddie Lee
Ms Doris Moh
Mr Daniel Ng
Mr Edward Ong
Mr James Tan
Mr Peter Tay
Ms Jean Chai (YMCA Liaison)

Singapore Mandarin Toastmasters Club

陈明川 (会长)
Mr Tan Meng Chuan (Club President)
郭芳咏 (文教副会长)
Ms Kwak Fang Yung (Vice President, Education)
李汶煊 (会员副会长)
Ms Madalynn Lee (Vice President, Membership)
唐美珠 (公关副会长)
Ms Pearl Tong (Vice President, Public Relations)
杨涓鑫 (秘书长)
Ms Joiey Yang (Secretary)
林金河 (财政)
Mr John Lim (Treasurer)
杨永顺 (礼宾司/事务官)
Mr Weng Soon Yong (Sergeant-at-Arms)

YMCA Toastmasters Club

Mr Arun Shrama (Club President)
Mr Irvinder Singh (Vice President, Education)
Mr Richard Ye (Vice President, Membership)
Mr Justyn Kelothe (Vice President, Public Relations)
Ms Suzanne Loh (Secretary)
Ms Tan May Yan (Treasurer)
Mr Anirudha Sharma (Sergeant-at-Arms)

University-YMCA

Bi Uni-Y NTU/NUS

Ms Joanne Cheng (President)
Ms Gabrielle Oh Ziyi (Vice President, Internal Affairs)
Mr Adriel Triston Ong Jun (Vice President, Holistic Enrichment)
Ms Chan Xue Hong
Ms Goh Ying Wei
Ms Christie Tang
Ms Trisia Wong Xue Ni
Mr Wu Yifan
Ms Yeo Huiling

Uni-Y SUTD

Ms Luo Yingrou (President)
Mr Hubert Lee
Ms Bundhoo Simriti
Ms Tan Shu Yi
Mr James Teo Ming Teck

Uni-Y SMU

Ms Raena Tan Minn En (President)
Mr Basil Wee Keng Hong (Vice President, Social Impact)
Ms Song Jia Juan (Vice President, Internal Affairs)
Ms Germaine Goh Peiting
Ms Kelly Goh
Ms Claire Ho Su Suan
Ms Edeline Ku
Mr Lam Pun Liong
Ms Li Yuping
Ms Lim Jia Min Charmaine
Ms Constance Lim
Mr Ng Zhan Hui
Ms Amanda Ong Qian Ying
Ms Jewelle Quek



Management Team



Wu Mei Ling
General Secretary
& CEO

Appointed April 2022



Lynette Yeo
Assistant General Secretary
Social Enterprise



Ku Woei Pin
Division Head
Corporate Services



Joseph Chow
General Manager
International House
(YMCA @ One Orchard)



Sharon Chan
Division Head
Programmes

Heads of Department

General Secretary Office

Daphne Loo
Marketing & Corporate
Communications

Jean Chai
Members' Services

Guo Weimin
(with effect from 1 April 2023)
Leong Peng Mun
Strategy & Organisational
Development

International House YMCA @ One Orchard

Elsie Kwow
(until 1 August 2023)
Marketing & Events

Education Services

Guo Weimin
(until 1 April 2023)
Kindergarten Care
Student Care

Elsie Kwow
(with effect from 1 August 2023)
Education Services

Helen Tan
Child Development
Centre Limited

Corporate Services

Leong Peng Mun
Building Services &
Information Technology

Tan Bee Hong
(until 30 September 2023)
Claree Tay
(with effect from
30 September 2023)
Finance

Tracy Ki
(until 1 November 2023)
Human Resources

Programmes

Joyce Yu
Youth Leadership Development

Amos Chua
Youth Support (At-risk)

Ansellia Teo
Youth Support (Special Needs)

Hannah Tan
(until 9 December 2023)
Community Engagement
& Partnerships

HIGHLIGHTS OF THE YEAR

YMCA SPECIAL NEEDS INCLUSIVE CHALLENGE

We celebrated the incredible journey of our 10 Special Needs Ambassadors who conquered Mount Fuji on 26 August 2023, in a bid to champion special needs inclusivity and raise funds to empower youth with special needs.

TO READ MORE PLEASE VISIT PAGE 34





YMCA EDUCATION SERVICES' 110TH ANNIVERSARY

Inspired by YMCA Education Services' 110th Anniversary, renowned local artist, tobyato, created a set of colouring post cards and a giant colouring wall to celebrate this special milestone. Students from YMCA Education Services could interact with the wall mural and typewriters on display at an exhibition, which paid tribute to early stages of the YMCA educational journey, with the introduction of the typewriting class in 1919.



The typewriters were thereafter upcycled by tobyato in a sticker-bombing session, where they were refreshed and brought to "life" again. The typewriters were auctioned, raising \$1,797 over 5 days to support underprivileged students from YMCA Education Services.

YMCA YOUTH FOR CAUSES 2023 - 20TH ANNIVERSARY

YMCA
YOUTH FOR
CAUSES
EMPOWER LOCAL

*ignite
the
Spark*



Organised by



Sponsored by



TAN CHIN TUAN
FOUNDATION



MAY TO NOVEMBER

YMCA YOUTH FOR CAUSES 20TH ANNIVERSARY

YMCA Youth For Causes (YFC) celebrated its 20th instalment, marked by the theme 'Ignite the Spark'. The programme was launched in 2003 to foster social entrepreneurship, develop community leaders and empower young individuals aged 15-25. It provides a platform offering seed funding, training and volunteer mentorship to enable youth to execute self-initiated projects for social service causes. YFC aims to equip young people with skills in creativity, event organisation, and leadership while emphasising values such as harmony, respect and responsibility.

Over the past 2 decades, YFC has successfully engaged more than 150,000 volunteers, raising more than \$10 million for over 150 Social Service Agencies (SSAs). Co-sponsored by the Tan Chin Tuan Foundation, YFC aligns with the foundation's philosophy of investing money in well-managed and sustainable social causes.



YMCA VISION 2030 INITIATIVES

MARCH

YMCA NATIONAL GENERAL SECRETARIES (NGS) MEETING

Our General Secretary & CEO, Ms Wu Mei Ling, attended the 2023 YMCA National General Secretaries (NGS) Meeting held at YMCA at the Rockies, Estes Park, Colorado. Leaders from more than 60 countries gathered to reconnect with one another and review our journey on the World YMCA Vision 2030 – Community Well-Being, Meaningful Work, Sustainable Planet and Just World.



MAY – DECEMBER

ACTIVE YOUTH CHAMPIONS AND KICK-STARTING THE GREEN AMBASSADORS TEAM

In pursuit of YMCA Vision 2030, we actively engage in the Meaningful Work and Sustainable Planet pillars, exemplified by our participation as Youth Champions in the Global Youth Meaningful Work Survey. Internally, our Green Ambassadors Team, formed across divisions, embarked on a transformative journey to Chiang Mai, Thailand to attend the Green Ambassadors' Training hosted by YMCA Sao Hin and YMCA Chiang Mai, and facilitated by the Asia and Pacific Alliance of YMCAs. The team exchanged knowledge and insights with regional counterparts on promoting sustainability in our home YMCAs.



OUR YEAR

BUILDING

Strengthening Children, Youth

EDUCATION SERVICES

199

Children Attended the
YMCA Child Development Centres

4,560

Students Attended
the YMCA Student and
Kindergarten Care Centres

14

Trainees Attended the
YMCA Education Centre Courses

871

International Students
Hosted by
YMCA Learning Centre

7,529

YMCA Members

MEMBERS' SERVICES

854

Subscriptions
for YMCA Fitness
Programmes

366

Students
16th YMCA Mandarin
Speaking Awards

806

Students
36th YMCA Plain
English Speaking Awards



IN REVIEW

IG LIVES

h and Community Since 1902



PROGRAMMES

8,661

International Service
Programmes Clients

304

Clients Served Through
Youth For Causes

1,848

University-YMCA Clients

95

Youth Support
(At-risk) Clients

90

Youth Support
(Special Needs) Clients

COMMUNITY ENGAGEMENT & PARTNERSHIPS

5,384

Volunteers

13

Corporate
Partners

INTERNATIONAL HOUSE (YMCA @ ONE ORCHARD)

62,372

Guests

12

Staff with Special
Needs and Retirees
Employed

Members' Services

YMCA Membership

5

Corporate
Members

615

Life Members

1,344

Ordinary (Life)
Members

144

Ordinary (Term)
Members

5,353

Youth (Term)
Members

68

Club LITE
Members

YMCA Fitness Programmes Subscription

700
Fencing

97
Gym & Training

57
Swimming

16th YMCA Mandarin Speaking Awards

366
Students

115
Schools

36th YMCA Plain English Speaking Awards

806
Students

178
Schools

At the heart of the YMCA experience lies a commitment to personal enrichment and also cultivating a spirit of service within its Members. By engaging in a diverse array of activities, ranging from classes to volunteer opportunities, YMCA Members are not just honing their individual skills but also gearing up to make a meaningful impact in their local communities. YMCA Members 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.

The Members' Services team coordinates the YMCA Speaking Awards, encompassing both the YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA). These speaking competitions, conducted at the national level, aim to foster creativity, critical thinking, and communication skills while instilling confidence in young individuals. The competitions incorporate experiential learning elements to enrich and inspire participants.

The YMCA also hosts various clubs, including the International Y's Men's Club of Singapore (Alpha Chapter), Singapore Mandarin Toastmasters Club and YMCA Toastmasters Club.



National Day Extravaganza: Members' Services Red and White Party at the YMCA Pool Terrace

The Members' Services team orchestrated a heartwarming celebration of patriotism at the Pool Terrace, transforming it into a sea of jubilation as all came together to celebrate National Day with an unforgettable bash. 22 Members, the YMCA International House (YMCA @ One Orchard) guests and YMCA staff joined hands for an evening filled with unparalleled fun and camaraderie.

The YMCA Pool Terrace, dressed in patriotic hues of White and Red, became the perfect stage for a fun atmosphere where the rhythm of laughter and cheers resonated against the backdrop of city lights and displays of fireworks.

Education Services

YMCA Child Development Centre Limited

199
Children

4
Centres



YMCA Student and Kindergarten Care Centres

4,560
Students

23
Student
Care Centres

7
Kindergarten
Care Centres



YMCA Education Centre

14
Trainees

2
WSQ Courses

14
WSQ Statement
of Attainment

YMCA Learning Centre

871
International Students Hosted



YMCA Child Development Centre Limited

The YMCA Child Development Centre Limited provides a comprehensive educational experience for children by seamlessly integrating all facets of learning into an experiential journey. Exciting classes like gardening and current affairs are not only enjoyable but also equip children with valuable skills. Learning extends beyond the traditional classroom setting, as children actively participate in YMCA social service events. These experiences not only enhance their communication skills but also foster character development, instilling qualities like empathy, compassion and kindness.

A Symphony of Success: YMCA Child Development Centre Limited Annual Graduation Ceremony and Concert

The YMCA Child Development Centre Limited held the Annual Graduation Ceremony and Concert on 4 November 2023. The venue glowed with excitement and anticipation, enveloping proud parents and beaming graduates. The event commenced with a delightful set of performances, and the highlight of the evening was the names announced during the graduation ceremony, capturing a snapshot of hard work, friendships and growth. We are honoured to have Mr Murali Pillai, Member of Parliament for Bukit Batok SMC, as our Guest-of-Honour.



YMCA Student and Kindergarten Care Centres

The YMCA Student and Kindergarten Care Centres provide a supportive and secure learning environment for children starting from the age of 5. In this setting, children are instilled with values like responsibility and respect through an engaging and diverse curriculum. Additionally, they actively take part in YMCA community service events and various activities organised by our partners. These experiences not only help in developing their communication skills and empathy but also impart important lessons about the significance of helping others.

YMCA Education Services' 110th Anniversary: YMCA Student Care Centre Alumnus Gathering

In celebration of YMCA Education Services' 110th Anniversary, 2 heartwarming alumni gatherings were held, bringing together students who graduated from YMCA Student Care Centre @ Springdale and Jurong West 1. The events served as nostalgic reunions, allowing former students to reconnect, reminisce about their shared experiences and celebrate the enduring impact of YMCA's educational programmes.





YMCA Education Centre and YMCA Learning Centre

The YMCA Education Centre is an Approved Training Organisation that provides accredited Singapore Workforce Skills Qualification (WSQ) courses. One of the noteworthy courses offered is the Tony Buzan Leadership & Management Masterclass.

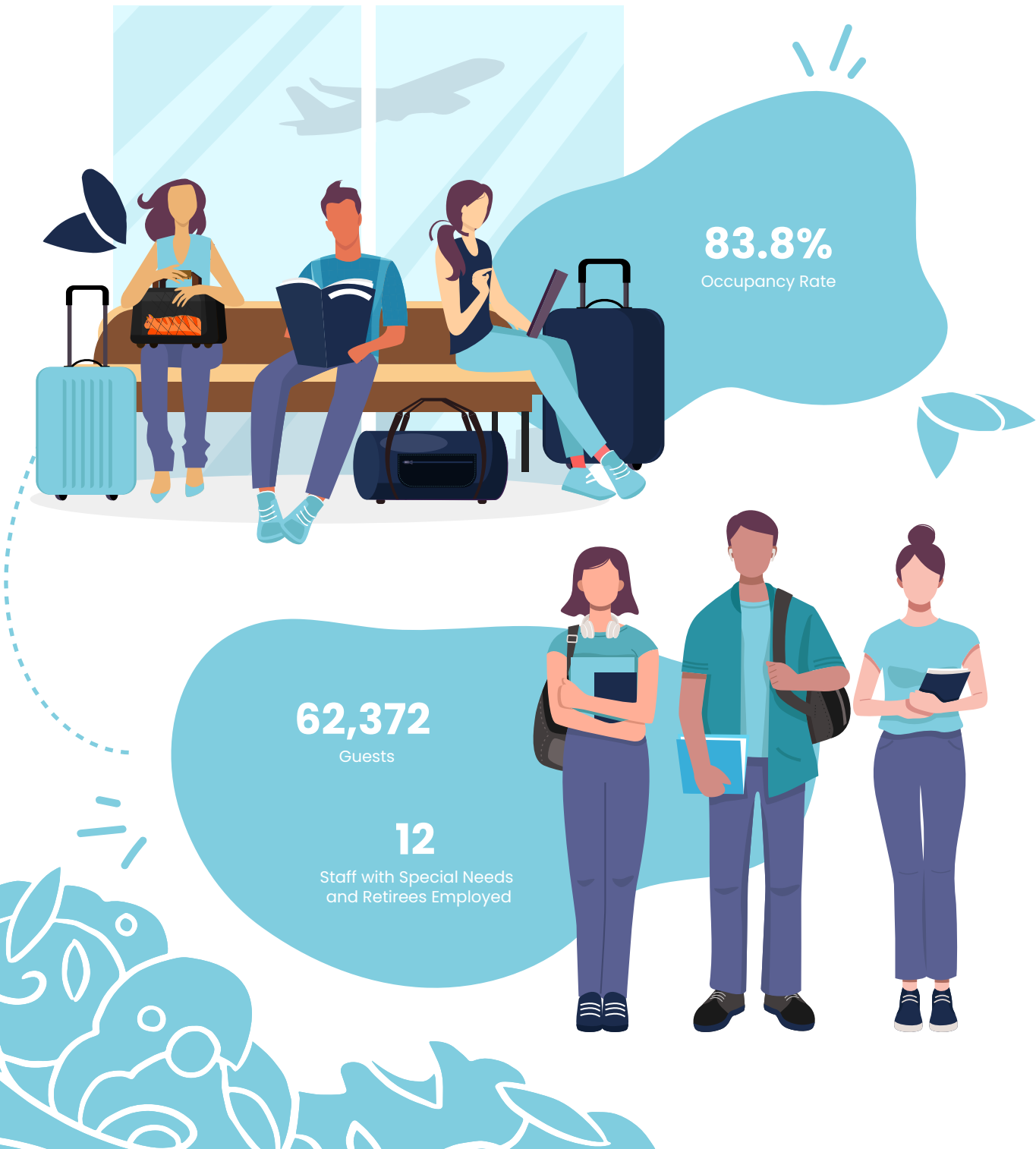
The YMCA Learning Centre organises Study Tour programmes designed for both local and international students. These programmes aim to achieve cultural immersion, promote friendship and facilitate the exchange of intercultural knowledge.

Unveiling Dynamic Alliances: YMCA Learning Centre Signs New Partnerships

YMCA Learning Centre announced the formalisation of 4 Memorandums of Understanding (MOUs) with our esteemed partners 108 Tour and Service Ltd., Part, Anuban Wat Angthong School, Wat Plong Chang Pueak School and Wichianchom School. We look forward to a collaborative alliance to provide enriching learning experiences to empower youth around the region.



International House (YMCA @ One Orchard)



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 YMCA 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.



Spreading Joy and Warmth: A Heartwarming Volunteer Experience at St. Vincent Home

6 staff members embarked on a heartwarming volunteer mission at St. Vincent Home from 1-4 December 2023, aiming to bring care and festive cheer to the residents in need. Their simple yet heartwarming mission involved sweeping and cleaning the bedrooms, leaving behind a sense of renewal and warmth.

Going above and beyond, the team extended their efforts to wash showers and toilets, creating sparkling sanctuaries that enhanced the residents' physical environment and overall well-being. The volunteer experience not only transformed spaces but also touched the hearts of everyone involved, reminding us that collective efforts can bring immeasurable warmth and happiness, even in the face of adversity.

Youth Leadership Development

YMCA International Service Programmes

8,661
Clients

507
Volunteers



34,854

Hours of
Voluntary Service

YMCA Youth For Causes

30
Social Service Agencies
(SSAs) Supported

304
Young Community
Champions

3,991
Volunteers

41
Schools



\$325,405.61

Funds Raised



9,360

Hours of
Voluntary Service

University-YMCA Singapore



1,848
Clients

145
University Volunteers



1,025.75

Hours of
Voluntary Service

122

Youth Development
Programmes Sessions

YMCA Youth Leadership Development cultivates emerging leaders and shapes a cohort of adept and empathetic changemakers committed to creating a positive influence in their communities.

Notable programmes include the YMCA International Service Programmes, YMCA Youth For Causes and University-YMCA Singapore. In addition to offering a platform for youth to initiate positive transformations, these programmes contribute to enhancing their skills and fostering personal growth.



Triumph of Impact: Project Lavande's Award-Winning Philanthropy and Innovative Fundraising Initiatives

Under the YMCA Youth For Causes programme, we would like to highlight one of the outstanding youth teams, Project Lavande.

Their diverse fundraising strategy involved engaging the public through activities such as art jamming and street campaigns. Additionally, they successfully organised a bazaar and concert. Demonstrating commendable efforts, the team raised an impressive \$29,202.16 in support of the Singapore Cancer Society. The innovative and impactful nature of their fundraising initiatives sets Project Lavande apart as a notable recipient of numerous awards for their innovative contributions, including the Best Fundraiser & Fund Management Award and the Entrepreneurship & Distinction Award.

The presence of Ms Sun Xueling, Minister of State in the Ministry of Home Affairs and the Ministry of Social and Family Development, at Project Lavande's bazaar and concert highlighted her endorsement and support for their fundraising endeavours.



For the latest updates on Project Lavande's initiatives, visit their Instagram page via bit.ly/projectlavande or scan the QR code.

Youth Support (At-risk)

95
Youth

30
Volunteers



68.3%*

of VaSSP Youth Pursued
Further Education or Employment

500

Hours of
Voluntary Service



*Only accounted for February and May 2023 batches as YMCA VaSSP August and October 2023 batches had yet to complete the programme as of the production of this Annual Report.

YMCA Youth Support (At-risk) is dedicated to supporting out-of-school youth and youth-at-risk through programmes aimed at reinforcing their skill sets, employability and character development.

A noteworthy programme is the YMCA Vocational and Soft Skills Programme (VaSSP). YMCA VaSSP not only imparts vocational skills, such as digital marketing and culinary arts, but also focuses on developing essential soft skills such as communication, conflict management and job readiness. Throughout the programme, our team of committed social workers provides emotional and social support to the youth, facilitating their reintegration into further studies or entry into the workforce.



Launch of World's First Social Impact Guarantee (SIG) Case Study with Trisector Associates

In 2021, Trisector Associates worked with the YMCA to launch a Social Impact Guarantee (SIG), promising a money-back guarantee if the YMCA VaSSP did not achieve the desired outcomes.

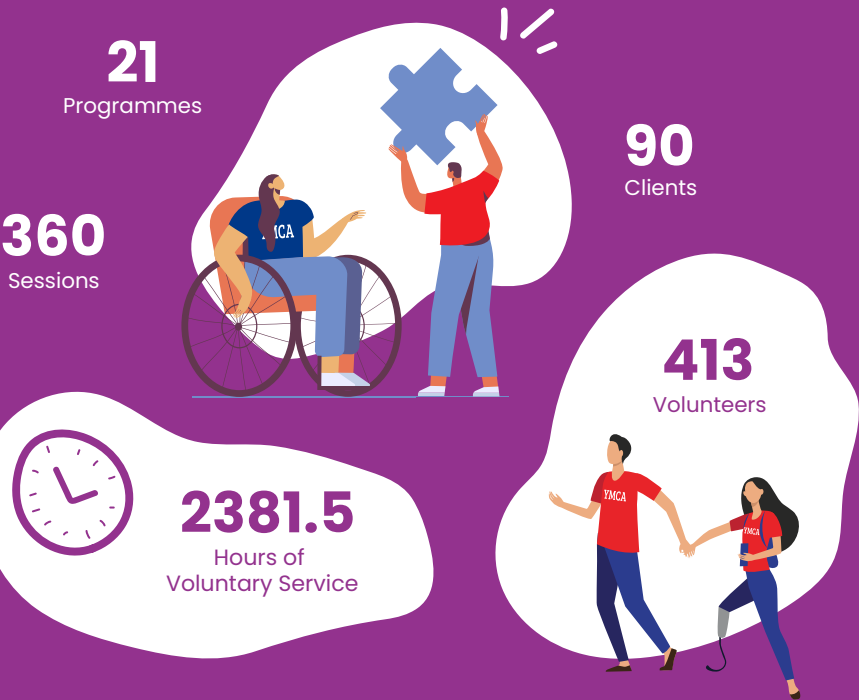
By the end of the programme, the YMCA had placed 56 youths-at-risk in employment or education – 10 more youths than the benchmark rate based on the past 5 years of the programme. Over the 20 months, this partnership harnessed the strengths of the people, public and private sectors towards demonstrating how new funding models like the SIG can lead to better outcomes for society.

On 17 November 2023, this case study was launched, highlighting the unique value proposition of the SIG, the capacity-building process, and some benefits of such innovative and collaborative social impact funding models in Singapore.



Youth Support (Special Needs)

YMCA Club LITE



YMCA Train & Place Series



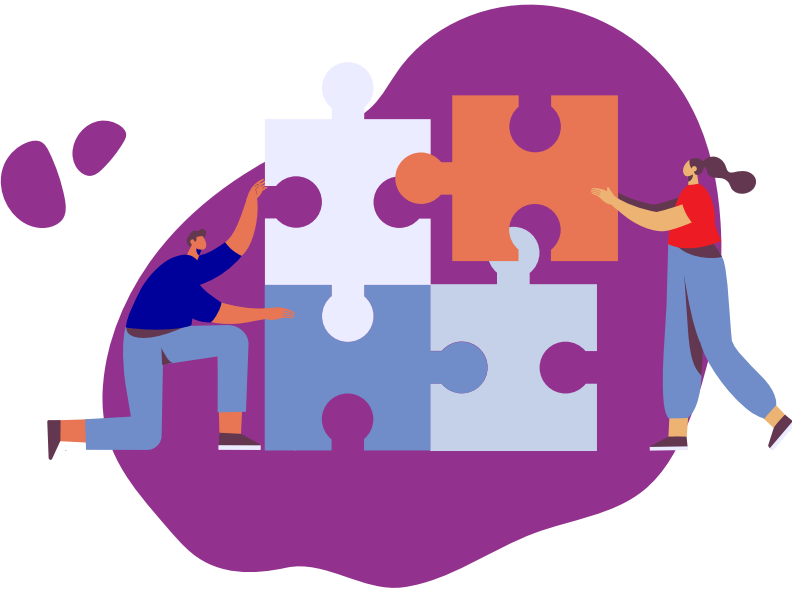
YMCA Youth Support (Special Needs) offers various social development and vocational training programmes that enhance the lives of persons with special needs, empowering them to strive for independent living. The programmes also present meaningful volunteering opportunities, aiding volunteers in gaining a deeper understanding of persons with special needs. During the clients' participation in our programmes, caregivers receive valuable respite, enabling them to relax or redirect their time and energy to other tasks.

Championing Inclusivity: YMCA's Impactful Contributions to The Purple Parade 2023

YMCA Y Dance and YMCA Club LITE played significant roles in The Purple Parade 2023, with YMCA Y Dance presenting the opening dance at the event featuring Mr Lawrence Wong, Deputy Prime Minister and Minister for Finance, as the Guest-of-Honour. YMCA Club LITE's contingent of approximately 100 clients with special needs, caregivers, and staff, participated actively and received recognition with the Creative Contingent Award, highlighting their commitment to championing inclusivity.



Community Engagement & Partnerships



5,384
Volunteers



13
Corporate Partners



The YMCA Community Engagement & Partnerships form the foundation of the YMCA Programmes Division, spearheading fundraising events and initiatives, as well as fostering engagements with volunteers and donors. These efforts play crucial roles in supporting the diverse programmes aimed at uplifting the lives of our youth clients.



A Spirit of Thanksgiving: YMCA Donors Appreciation Luncheon 2023

The Donors Appreciation Luncheon was held on 21 April 2023 as a cosy gathering of 18 guests, including our esteemed donors, corporate partners and foundations. The event was a delightful blend of good food, warm fellowship and insightful presentations. The luncheon featured engaging talks by our dedicated Community Engagement & Partnerships and Youth Support (At-risk) teams, providing donors with a deeper understanding of the impactful programmes they support. A special touch was added as donors received uniquely designed postcards crafted by our talented youth clients. This celebration not only expressed our heartfelt appreciation but also reinforced the collective strength we have to make a lasting difference in our community.



Fundraising Events

YMCA Special Needs Inclusive Challenge

The YMCA Special Needs Inclusive Challenge 2023 was held to champion special needs inclusivity in our society. The campaign received an exhilarating kickstart on 16 June 2023 at JAPAN RAIL CAFE, with a launch engagement session graced by Ms Denise Phua, Mayor, Central Singapore District and Member of Parliament, Jalan Besar GRC. All participants, along with our Special Needs Ambassadors, engaged in a flag-painting activity, illustrating words of encouragement for the team embarking on the journey to summit Mount Fuji in Japan. The flag created during this activity was carried along during the climbing expedition.

Our 10 Special Needs Ambassadors underwent vigorous training for 12 weeks in preparation to conquer the majestic Mount Fuji. Over 3 challenging days, they faced and conquered not only physical obstacles but also mental and emotional hurdles to reach the peak of this iconic mountain on 26 August 2023. Their success was made possible with the unwavering support of dedicated caregivers, volunteers from PwC Singapore and Rajah & Tann Foundation, coaches, YMCA staff, and the guidance of the remarkable guides from YMCA Tozanso.

The campaign achieved new heights of awareness and support through the collaboration with Takashimaya Singapore Ltd from 1 July to 31 December 2023. The Takashimaya Department Store and Online Store became platforms for change, offering an exclusive box of 4 plates with artworks of Mount Fuji and Sakura flowers by our talented artists with special needs, priced at \$45 each. The packaging was specially designed by renowned graphic artist, tobyato.

With the unwavering support from our donors and corporate partners, we raised \$136,000 for the YMCA Community Services Fund, to support programmes empowering youth with special needs.



YMCA Ground-up Initiative

A youth turned her passion into purpose through channelling her time and energy into crocheting items to raise funds to support youth-at-risk.

A family of four turned their shared love for baking into a philanthropic initiative to support the YMCA and strengthen community bonds.

These efforts were part of a larger set of 11 projects aimed at making a positive impact on the community. From 30 April to 15 December 2023, the various projects raised \$38,000 to support YMCA programmes for youth with special needs and youth-at-risk.

These ground-up projects underscore the transformative power of turning passions into forces for good, emphasising that even simple hobbies can drive positive change. Their accomplishment serves as a reminder that everyone can make a difference, contributing to a better and more supportive community.



YMCA 23rd Charity Golf

120 golf enthusiasts gathered at Tanah Merah Country Club on 28 June 2023 for the YMCA 23rd Charity Golf, united by compassion and a commitment to make a positive impact. The event supported the YMCA-Lim Kim San Volunteers Programme and raised an impressive \$198,262. The day included a welcome lunch, a shotgun tee-off and a delightful dinner with prize presentations. The funds will empower the YMCA to recruit and equip additional volunteers for social service endeavours. Our sincere appreciation is extended to corporate donors and sponsors for their generous support.



YMCA Giving Gala: Embrace Differences, Celebrate Abilities

The YMCA held its annual Giving Gala event at Raffles Hotel Singapore on 18 October 2023, bringing together individuals to advocate for youth with special needs. The event successfully raised \$139,000 to support YMCA's vocational training and social development programmes, aiming to empower youth with special needs towards independent and fulfilling lives.

The occasion celebrated the unique differences and remarkable abilities of YMCA's clients, featuring Special Needs Ambassadors who shared their inspiring journey of summiting Mount Fuji as part of the YMCA Special Needs Inclusive Challenge. Additionally, the Gala included a performance by the Vocalise String Quartet, captivating the audience with a diverse range of classical standard songs.

We are honoured to have Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social & Family Development, grace the event with his presence.

With Gratitude

Corporates and Organisations

\$30,000 and above

PwC Singapore
Rajah & Tann Foundation

\$10,000 and above

AP Oil International Limited
NTUC FairPrice Foundation Limited
Renergy Engineering LLP
Symasia OUE Group Foundation
Takashimaya Singapore Ltd

\$5,000 and above

Afton Chemical Asia Pte Ltd
Bank of Montreal
Citibank N.A., Singapore
DBS Bank Ltd
Heeton Holdings Pte Ltd
Huttons Asia Pte Ltd
Kah Hong Pte Ltd
Koh Brothers Development Pte Ltd
Knight Frank Pte Ltd
Lum Chang Holdings Ltd
Malayan Banking Berhad
Mitsubishi Electric Asia Pte Ltd
MS Amlim Asia Pacific Pte Ltd
PropNex International Pte Ltd
SB Property Services Pte Ltd
Tanah Merah Country Club
Xin Ming Hua Pte Ltd

\$1,000 and above

Asher BWS Pte Ltd
NUS Raffles Hall
Tec Revox Engineering Pte Ltd

Individuals

\$10,000 and above

Chew Gek Khim
Vincent Ha Kwang Yuen
Shalyn Lee Xiao Qi
Lim Boon Heng
Lim Kiat Seng
Lim Mee Goh
Loo Tze Lui
Neo Boon Chye
Tony Soh Cheow Yeow
Eric Teng Heng Chew
Zed Teo Zi-Ming
Wee Wei Ling

\$5,000 and above

Khooh Boon Hui
Kong Ong Lim Lynn
Kuah Hock Kam
Kunio Aoki
Lim Ee Ming
Leon Ng Koh Wee
Phua Lay Peng Denise
Gilbert Quah
Soh Chun King
Jimmy Soh
Cynthia Tan Guan Hiang
Kenneth Tan Chih-Sien
Tay Junshi Leslie
Tay Puan Siong
Alvin Teo
Teo Choon Heng Andrew
Teo Eng Cheong
Teo Han Leong
Teo Poh Kheng
Toh Giap Eng

\$3,000 and above

Loh Sur Yong Stephen
Ting See Ho

\$1,000 and above

Luke Bradshaw
Chan Family
Samuel Chan Wei Mun
Steven Chia Oon Seet
Albert Ching Liang Heng
Chua Beng Huat
Terence Heng
Htwe Nyi Nyi
Joshua Lee Zhao En
Thomas Lee
Lim Hong Kian
Farid Marwan Nesicolaci
Ng Poh Khoon
Ng Zi Peng
Ow, Daniel
Tan Hwei Yee
Tan Sze Wee
George Wong
Wong Shih Hsiang Deborah
Woo Ah Ram
Edward Zeng

In-Kind Sponsors

\$30,000 and above

Philip Stein
RS Cycle Pte Ltd

\$20,000 and above

JAPAN RAIL CAFE
Richemont Group

\$10,000 and above

Atos Wellness
Mizuno Singapore Pte Ltd
Takashimaya Singapore Ltd

\$5,000 and above

Lawry's The Prime Rib Singapore

\$3,000 and above

TaylorMade

\$1,000 and above

Tanah Merah Country Club

Special Thanks

Alcosm
Ariston Group
Asher BWS Pte Ltd
Blackmores
Candlescape Foundation
Citylux
Crystal Time
Decathlon
EPOS Audio Singapore Pte Ltd
Fiamma at Capella Singapore
Frozt
Lactomin
Mitsubishi Electric Asia Pte Ltd
Pearlie White
Reef
Revomax Singapore
SATS Ltd
Singapore Pools (Private) Limited
The Fullerton Hotel
tobyato
Zeste

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.		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."	8.2	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
Mr Tony Soh	5/6	Mr Pek Hak Bin	6/6
Mr Kenneth Tan	6/6	Mr Leon Ng	5/6
Ms Loo Tze Lui (Until 1 November 2023)	1/3	Mr Albert Ching	6/6
Mr Zed Teo Zi-Ming	5/6	Mr Eric Teng	5/6
Mr Samuel Chan	4/6	Mr Vincent Ha	6/6
Mr Ho Chee Hon	6/6	Mr Eugene Wong	2/6
Mr Joshua Lee	6/6	Mr Steven Chia	4/6
Ms Cynthia Tan	5/6	Ms Tan Sze Wee (Co-opted)	5/6
Board Meeting Dates 23 May 2023 25 July 2023 26 September 2023 29 November 2023 23 January 2024 26 March 2024			

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. The Board conducts self-evaluation to assess its performance and effectiveness once every 3 years. The last exercise was conducted in 2022.

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 2023, 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

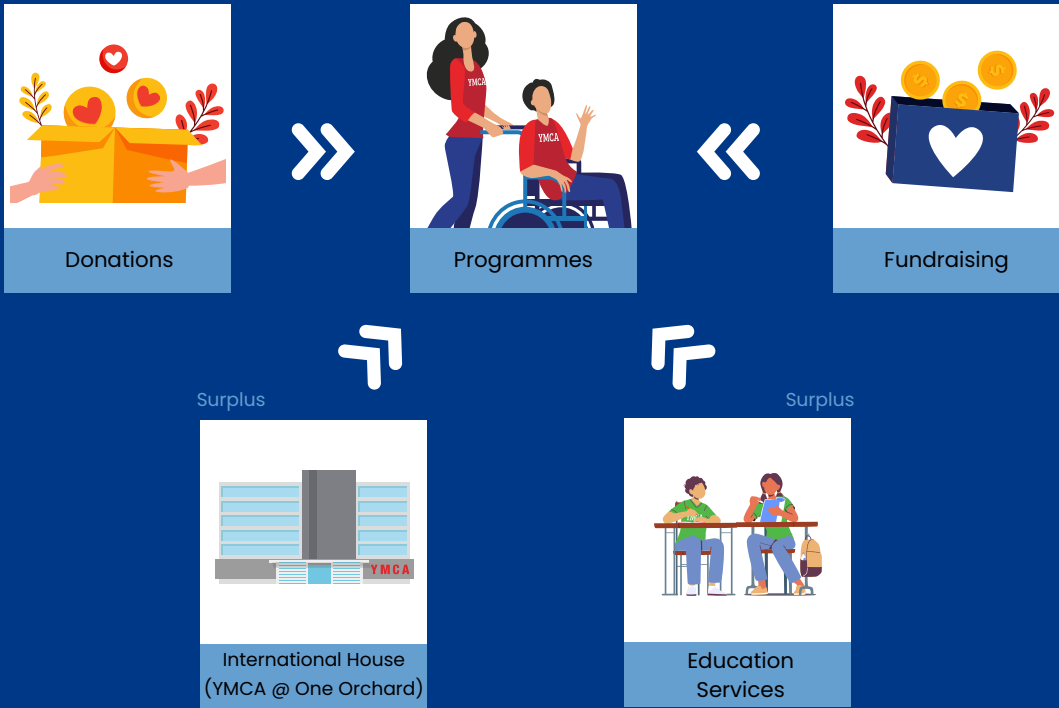
The Association has established guidelines on fundraising. These guidelines are based on the recommendations set out by the National Council of Social Service and the Charity Council.

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.

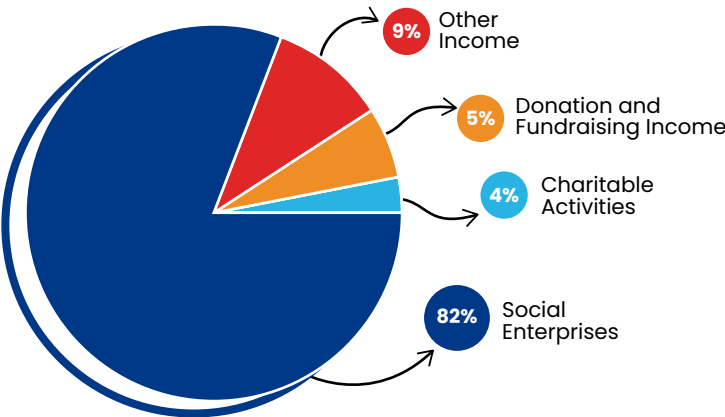
Fundraising expenses amounted to 29.9% of the total fund raised.

Financial Strategy



Sources of Income for 2023

\$29,240,483



Financial Information

For Year Ended
31 December 2023

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



Financial Information

	2023 S\$'000	2022 S\$'000
STATEMENT OF FINANCIAL POSITION		
Non-Current Assets	3,871	4,015
Current Assets	35,789	33,709
Total Assets	39,660	37,724
Total Liabilities	(4,947)	(4,294)
TOTAL FUNDS	34,713	33,430

STATEMENT OF COMPREHENSIVE INCOME

Revenue:

Education	18,495	17,312
International House	5,507	3,786
Membership	411	361
Community Services	362	493
Volunteer & Youth Development Programmes	5	195
International Service Programmes	866	190
Donations & Fund Raising Events	1,539	1,693
Corporate Services	903	1,590
Investment Income	1,037	324
Amortisation of building asset capitalisation reserve	115	115
	29,240	26,059

Costs:

Education	18,477	16,592
International House	4,642	3,965
Membership	552	484
Community Services	1,451	1,382
Volunteer & Youth Development Programmes	675	618
International Service Programmes	1,042	207
Donations & Fund Raising Events	461	392
Corporate Services	437	427
Investment Expenses/Loss	0	1
Non Operating Expenses	106	95
	27,843	24,163

TOTAL COMPREHENSIVE INCOME	1,397	1,896
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STATEMENT OF CASHFLOW

Net cash effect of operating activities	1,010	1,870
Net cash effect of investing activities	(12,538)	5,991
Net change in cash and cash equivalents	(11,528)	7,861
Cash and cash equivalents as at 1 January*	21,143	13,282
Cash and cash equivalents as at 31 December*	9,615	21,143

*Fixed deposits with original maturities between 3 and 12 months are not included in cash and cash equivalents.



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