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# FIND YOUR STRONGER TOGETHER

ANNUAL REPORT 2024

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### REMEMBERING





It is with great sorrow and respect that the YMCA of Singapore mourns the passing of Mr Cecil Wong - a visionary leader and one of our longest-serving Board Directors, whose legacy continues to shape the organisation to this day.

Mr Wong's unwavering dedication and leadership spanned decades, both as a long-serving Board Director and as Trustee. His steadfast support was instrumental in securing YMCA's 1980s building loan, where he personally stood as guarantor - a defining act that enabled a new chapter of growth for our organisation. This selfless gesture reflected his deep commitment to the YMCA's mission and its future.

Beyond the YMCA, Mr Wong played a pivotal role in Singapore's social service landscape. He worked alongside the late President S.R. Nathan in the early development of the Social Service Centre, the predecessor to the National Council of Social Service (NCSS). His foresight and passion for uplifting vulnerable communities remain an enduring example of servant leadership.

We extend our deepest condolences to Mr Wong's family and loved ones during this time of loss. His extraordinary legacy will continue to guide our work as we strive to serve and impact lives across the community.

### **DR IVOR GUNASEELAN THEVATHASAN**

It is with heartfelt sorrow that the YMCA of Singapore mourns the passing of Dr Ivor Gunaseelan Thevathasan – a dedicated servant leader who played a significant role in shaping our social enterprise and community outreach efforts.

Dr Thevathasan served faithfully as a Board Member and as Chairman of the International House Committee. During his tenure, he provided steady leadership and wise counsel in overseeing the operations and development of YMCA @ One Orchard, helping it grow into a socially impactful hospitality enterprise that supports youth with special needs.

Beyond his contributions to YMCA, Dr Thevathasan was appointed a Justice of the Peace in 1994. He also served on the Board of Visiting Justices and Board of Inspection, reflecting his enduring commitment to public service, rehabilitation, and justice.

Dr Thevathasan's service to the YMCA reflected his deep belief in second chances, inclusivity, and purposeful living. His contributions remain a source of inspiration to all who knew him.

We extend our heartfelt condolences to Dr Thevathasan's family and loved ones. His contributions have made a lasting difference, and his legacy of service will continue to be remembered with deep gratitude.

### **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.

# **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

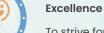




To be accountable for our behaviour and our actions in meeting our obligations.

### Respect

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



To strive for best practices



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

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#### **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

PRESIDENT'S MESSAGE

2024 was a year of growth, resilience, and impact for the YMCA of Singapore. As we reflect on the journey, we are grateful for the opportunities to serve, the challenges that have strengthened us, and the milestones we achieved.

A key highlight of the year was the appointment of the President of the Republic of Singapore, Mr Tharman Shanmugaratnam as our Patron-in-Chief. His gracious acceptance and engagement with YMCA serve as a strong encouragement for us. We are honoured to have his support in our mission.

Another notable milestone was the launch of Y+, an initiative in collaboration with Metropolitan YMCA and YWCA to engage youth with special needs and their caregivers. Additionally, the three Ys came together for the World Week of Prayer on 15 November 2024, reaffirming our commitment to faith and service.

In September 2024, YMCA of Singapore launched Find Your Y, an initiative that inspires participants to discover their purpose for giving back to society. As part of this initiative, a team of youth with special needs and their caregivers embarked on the Inclusive Challenge, trekking 100 km along the MacLeHose Trail in Hong Kong over five days. The Tower Challenge saw the community come together to climb the 40-year-old nine-storey YMCA building continuously for 180 hours. We are delighted to have set a new record for the longest mass continuous stairs climb in the Singapore Book of Records! The Find Your Y initiative concluded with Stronger Together, an immersive family carnival, graced by President Tharman Shanmugaratnam as the Guest of Honour.

Further, we retained four of our Student Care Centres and secured an additional centre, enabling YMCA to continue to partner schools and families in supporting the development of young learners. Our International House also performed exceptionally well, serving 62,170 guests in 2024 and maintaining its strong track record. Two crowning achievements of 2024 were the recognition of our Vocational and Soft Skills Programme for Youthat-Risk, which won the inaugural World YMCA Meaningful Work Impact Award and the affirmation of our commitment to disability-inclusive hiring and workplace practices through the Enabling Mark (Silver) Award.

YMCA had also successfully completed our three-year Forward YMCA Strategy Plan, which is now in its implementation phase. In alignment with our Forward YMCA Strategy Plan, we are committed to renewing 1 Orchard Road into a vibrant community hub. This transformation will enhance our ability to support youth and community development, creating a space that fosters engagement, inclusion, and service. The revitalisation of this iconic location reflects our dedication to empowering future generations and strengthening our impact.

Despite our successes, we acknowledge the challenges we face, particularly in fundraising and maintaining staff strength in our Education Services. These are real challenges, yet we remain undaunted. The YMCA of Singapore has weathered many trials throughout history—from World War II to economic crises and, most recently, the COVID-19 pandemic. We will continue to press forward with resilience and faith.

We are blessed to be in Singapore, where strong governance and a united community provide a foundation for growth and service. As we confront our challenges, we take comfort in knowing that God has already blessed us. By remaining steadfast in our mission and



working together as ONE YMCA, we can continue making a lasting impact.

The strong support YMCA has received over the years from our members, donors, volunteers, and supporters has made serving and impacting communities and youth possible. On behalf of the Board and Management of the YMCA of Singapore, I would like to express our heartfelt appreciation to President Tharman Shanmugaratnam, the ninth President of the Republic of Singapore, as he stepped up as YMCA's Patron-in-Chief in 2024. We are grateful for President Tharman's support for the youths and initiatives of YMCA. We are also thankful to 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.

Last but not least, I extend my heartfelt appreciation to our dedicated YMCA staff. Your unwavering commitment and tireless efforts have played an invaluable role in transforming lives and impacting the communities we serve. Your passion and dedication form the foundation of our continued success, and I remain deeply grateful for every one of you.

May God continue to bless YMCA of Singapore and the work we do.

To God be all the glory.

**Tony Soh** President YMCA of Singapore

### GENERAL SECRETARY & CEO'S MESSAGE

We are proud to share many achievements and milestones that have marked another extraordinary year for the YMCA of Singapore in 2024. For over 120 years, we have strengthened children and young people, served and impacted communities, guided by our mission to serve all members of the community regardless of race, language or religion, to develop body, mind and spirit.

We were delighted to celebrate the 180th anniversary of the worldwide YMCA Movement, marking a major milestone in our rich history of community service, youth empowerment, and social impact. The celebration included performances, a lunch gathering, and a 'Serving Communities in Singapore and Beyond' photo exhibition, showcasing our commitment to serving communities locally and globally.

We are deeply honoured to welcome President Tharman Shanmugaratnam as our Patron-in-Chief. To commemorate this appointment, President Tharman visited YMCA of Singapore, where he was welcomed with lunch and performances, and interacted with children and youth representatives as well as their caregivers.

In 2024, YMCA embarked on an exciting new chapter with the launch of Forward YMCA 2024-2027 strategy plan. This plan outlines our vision for transforming lives, strengthening communities and renewing YMCA's iconic 1 Orchard Road premises. Through the strategy plan, we are committed to developing youth and members as a force that contributes to the social and environmental solutions for communities.



In phase one of the strategy plan, we are focused on transforming lives through strengthening our youth programmes, scaling education services, increasing volunteer numbers and improving the volunteer journey. We will also be enhancing membership engagement. improving our fundraising framework and enhancing corporate services. By working on these areas in the next three years, we aim to deepen YMCA's impact in fulfilment of its mission.

A key pillar of the strategy plan is the transformation of our 1 Orchard Road premises into a vibrant community hub with an increase in the number of hostel rooms. This renewal project will enable us to better engage and serve the community, especially young persons around the 1 Orchard Road precinct and those who participate in our programmes, enhance the services and activities we provide to members and increase our revenue generation to support community impact work.

As we take steps towards the future, we are immensely grateful for the achievements we had in 2024. This included the launch of Find Your Y initiative, which inspired participants to discover their purpose for giving back to society, the inaugural World YMCA Meaningful Work Impact Award given to YMCA's Project Bridge - Vocational and Soft Skills Programme for youth-atrisk and the Enablina Mark (Silver) for our commitment to disability-inclusive hiring and workplace practices.

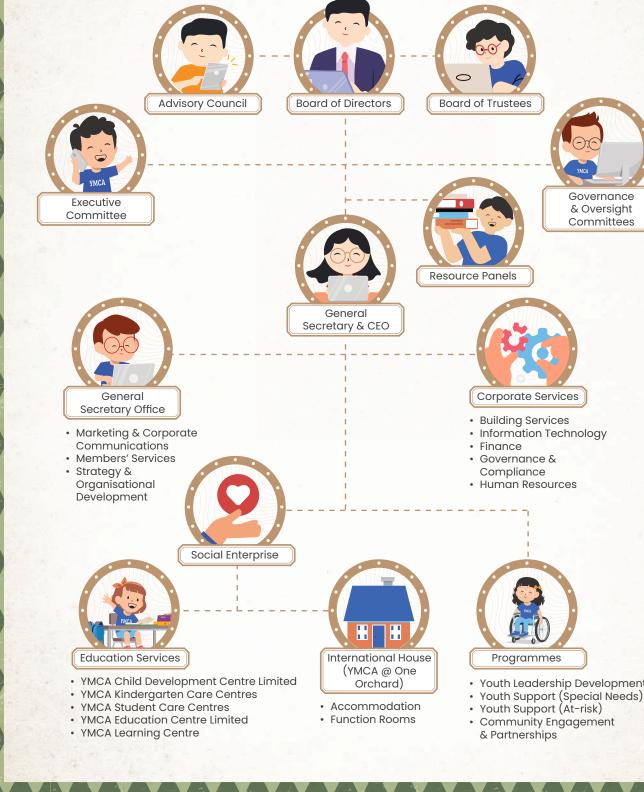
As we step into 2025, we do so with courage and faith, knowing that our mission remains as vital as ever. The support of our stakeholders-members, donors, volunteers, and partnerscontinues to be the cornerstone of YMCA's service and impact to communities. We are deeply grateful for all of your unwavering support. To my dedicated team of YMCA colleagues, your commitment is the driving force behind YMCA's mission. I deeply appreciate all of you.

With unity, purpose, and faith, we look ahead to another year of transformation and impact.

#### Wu Mei Ling

General Secretary & CEO YMCA of Singapore

# **ORGANISATIONAL STRUCTURE**



- Information Technology

- Youth Leadership Development





## **BOARD OF DIRECTORS (BOD)**

### Patron-in-Chief

Tharman Shanmugaratnam President of the Republic of Singapore (From 16 October 2023)

### **Board of Trustees**

**Mr Tay Puan Siong Mr Eric Teng** Mr David Wong

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

CEO, National Volunteer & **Philanthropy Centre** First appointed May 2018 Honorary Treasurer (May 2019) Vice President (May 2020)

### Mr Kenneth Tan Vice President (as of May 2019) Chairman, Singapore Film Society

First appointed May 2018

#### Mr Zed Teo Zi-Min Vice President (as of May 2024)

Senior Director, Community Relations & Engagement, Ministry of Culture, Community & Youth

First appointed May 2019 Honorary Secretary (May 2019)

#### Mr Samuel Chan **Board Member**

Treasury & Market Professional, Temasek International First appointed May 2019

#### Mr Ho Chee Hon **Honorary Treasurer** (as of May 2024) CEO, AP Oil International Limited First appointed May 2019 Assistant Honorary Treasurer (May 2023)

Mr Joshua Lee **Board Member** 

Head of Portfolio Management, Singapore, Lombard Odier Group First appointed May 2023

#### Ms Cynthia Tan **Board Member**

Mr Pek Hak Bin

**Board Member** 

Mr Leon Ng

Retiree

**Board Member** 

First appointed May 2020

Country Head, United Petroleum

International Holdings Pte Ltd

First appointed May 2020

Retiree First appointed May 2017

### Mr Albert Ching **Board Member**

CEO, Singapore Cancer Society First appointed May 2016 (YMCA of Singapore) First Appointed September 2023 (Chairman, YMCA Child Development Centre Limited)

### Mr Eric Teng

Board Member, BBM, PBM Group COO, The Straits Trading

Company Limited CEO, Straits Developments Private Limited

First appointed May 2019

**Mr Vincent Ha** 

**Honorary Secretary** (as of May 2024)

CEO, Lyte Ventures Pte. Ltd.

First appointed May 2019 (YMCA of Singapore)

First Appointed September 2023 (Board Member, YMCA Child Development Centre Limited)



#### Ms Tan Sze Wee Board Member

ED, Rainbow Centre - Head Office

First appointed May 2021 (YMCA of Singapore)

First appointed September 2023 (Board Member, YMCA Child Development Centre Limited)



#### Mr Steven Chia **Board Member**

Broadcast Journalist, Mediacorp First appointed May 2017

### Ms Marlene Koh **Co-opted Director**

Head/Chief Counsellor, SAF Counselling Centre, Ministry of Defence

First appointed 16 July 2024

### **ADVISORY COUNCIL**



Mr Lim Boon Heng Chairman

Appointed September 2020

Mr Jonathan Larsen Member Appointed October 2021

Mr Khoo Boon Hui Member

PPA, PBS, PJG Appointed October 2021

4 Mr Tan Gee Paw Member

> PPA, DUBC Appointed October 2021

Mr Tay Puan Siong Member JP, PBM Appointed October 2021

Justice Andrew Ang Member

PBM Appointed October 2021

### Honorary Life Members

Mdm Halimah Yacob Mr S. Dhanabalan Dr Tony Tan Keng Yam Mr Cecil V R Wong (up to 2024) Mr Harold Shaw Mr Shaw Vee Meng 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 Peter Sim Swee Yam Mr Bryan Tan Mr Laurence Wee

### Banker

DBS Bank Ltd

### Auditor

Lo Hock Ling & Co

# **COMMITTEES AND RESOURCE PANELS**

### Governance Committees

### Audit & Risk

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

### Executive

Mr Tony Soh (President) Mr Kenneth Tan (Vice President) Mr Zed Teo Zi-Ming (Vice President) Mr Vincent Ha (Hon Secretary) Mr Ho Chee Hon (Hon Treasurer) Ms Wu Mei Ling (Secretariat)

### **Human Resource**

Ms Cynthia Tan (Chairman) Mr Ho Chee Hon Mr Kenneth Tan Mr Vincent Ha Ms Tina Ang (Secretariat)

### Investment

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

### Nominations

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

### Oversight Committees

### Education

May 2024 - 2025 Ms Tan Sze Wee (*Chairman*) Mr Ezra Ng Mr Ho Chee Hon Mrs Irene Tay-Koh Chye Choo Mrs Helen Tan (*Secretariat*)

### Fundraising

May 2024 - 2025 Mr Joshua Lee (Chairman) Ms Cynthia Tan Mr Ee Kuo-ren Mr Eric Teng Ms Lee Wong Mr Stephen Loh Mr Steven Chia Ms Phua Mei Xuan (Secretariat)

### **International House**

Mr Pek Hak Bin *(Chairman)* Mr Choe Peng Sum Mr Danny Yeo Ms Tsng Boon Kiat Mr Vincent Ha Mr Joseph Chow *(Secretariat)* 

### Programmes

Mr Kenneth Tan *(Chairman)* Ms Cynthia Tan Mr David Lua Ms Gracelyn Ho Mr Leon Ng Ms Marlene Koh Mr Stephen Loh Mr Zed Teo Zi-Ming Mr Vincent Ha Ms Sharon Chan *(Secretariat)* 



### **Resource Panels**

### 17<sup>th</sup> YMCA Mandarin Speaking Awards

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

### 37<sup>th</sup> YMCA Plain English Speaking Awards

Mr Steven Chia *(Panel Lead)* Mr Dilip Kumar Mr Lionel Lye Ms Michelle Lee Ms Rita Goh Mr Stanley Leong Ms Jean Chai *(Secretariat)* 

### Information Technology

Mr Leon Ng (*Panel Lead*) Mr Chan Wee Kit (*new*) Mr Teng Chuan Hiang Dr Ting See Ho Mr Tang Jui Hong (*Secretariat*)

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

Mr Eric Teng (Panel Lead) Prof Yeo Wee Yong (NUS Biz Sch) Dr Anne-Marie Gutierrez Mr Chua Hung Meng Mr Edward Lee Ms Gracelyn Ho Prof Ruth Tan Mr Steven Yeo Ms Sharon Chan (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) Ms Alice Lee Mr Daniel Ng Ms Doris Moh Rev Dr PJ John Mr Edward Ong Mr Freddie Lee Mr James Tan Ms Jean Chai (YMCA Liaison) Mr Peter Tay

### 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) 唐羡珠 (公关副会长) Ms Pearl Tong (Vice President, Public Relations) 杨淯鑫(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 (President) Mr Irvinder Singh (Vice President, Education) Mr Richard Ye (Vice President, Membership) Mr Justyn Keloth (Vice President, Public Relations) Ms Suzanne Loh (Secretary) Ms Tan May Yan (Treasurer) Mr Anirudha Sharma (Sergeant-at-Arms)

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### University-YMCA

### Bi Uni-Y NTU/NUS

Ms Cheng Jia En Joanne (President) Ms Ho Rou Xuan (Vice President) Ms Gabrielle Oh Ziyi (Vice President) Mr Adriel Triston Ong Jun (Vice President) Ms Gao Xinyue Ms Jerlyn Wong See Chee Ms Joy Chan Nian En Mr Lim Jun Yang Brighton Ms Ruth Lim Sze Ern Ms Trisia Wong Ms Yeo Huiling

#### Uni-Y SMU

Ms Janice Ow-Yong Yun Fei (*President*) Ms Sonia Lim (*Vice President*) Ms Cheng Wei Qi Amanda (*Vice President*) Ms Charis Davene Lim Yong En Ms Chong Kai Tsin, Claire Ms Claire Ho Su Suan Mr Lam Pun Liong Ms Li Shi Hui Ms Michelle Yeo

#### **Uni-Y SUTD**

Ms Luo Yingrou (*President*) Ms Tan Yi Shu, Asta Mr Yap Wei Ping, Jordan Ms Yeong Kai Xuan





### **MANAGEMENT TEAM**







Assistant General Secretary Social Enterprise (Appointed 21 September 2010)

> Education Services

General Manager Corporate Services (Appointed 18 July 2022 until 4 January 2025)

Ku Woei Pin



Corporate Services



General Manager International House (YMCA @ One Orchard) (Appointed 24 March 2014)

Programmes

Sharon Chan Division Head Programmes (Appointed 1 February 2022) **Lynette Yeo** Assistant General Secretary

House YMCA @ One Orchard

General

Office

Secretary

International

### **Heads of Department**

Daphne Loo Marketing & Corporate Communications

**Jean Chai** Members' Services

Guo Weimin Strategy & Organisation Development

Adeline Tan Revenue (Rooms & Events)

Joanne Tan Front Office

Rajakumari Housekeeping

Mrs Helen Tan Child Development Centre Limited

Jasmine Kuek Kindergarten & Student Care

Elsie Kwow Education Services

Tang Jui Hong Building Services & Information Technology

**Raymond Tan** (with effect from 25 March 2024) Finance

**Tina Ang** Human Resources

**Joyce Yu** Youth Leadership Development

**Ansellia Teo** Youth Support (Special Needs)

Amos Chua Youth Support (At-risk)

### **HIGHLIGHTS OF THE YEAR**

Welcome Lunch for Patron-in-Chief - President of the Republic of Singapore, Tharman Shanmugaratnam



Taken on 12 March 2024

YMCA of Singapore is deeply honoured to welcome President of the Republic of Singapore, Tharman Shanmugaratnam as our Patron-in-Chief. To commemorate this appointment, President Tharman visited YMCA of Singapore, where he was welcomed with lunch and performances, and interacted with children and youth representatives as well as their caregivers.



### **HIGHLIGHTS OF THE YEAR**

### **Find Your Y Movement**

In September 2024, YMCA of Singapore launched Find Your Y, an initiative that inspires participants to discover their purpose for giving back to society.







Mr Eric Teng was successfully elected as the President of the National Council of YMCAs of Singapore in June 2024. Mr Teng's service with the YMCA of Singapore spanned decades, during which he served as President on two occasions (2005-2009 and 2016-2017). In addition to his service with the Y, Mr Teng had also held leadership positions as a volunteer with the National Council of Social Service.

We are confident that Mr Teng's visionary leadership would continue to inspire positive change and guide the National Council of YMCAs of Singapore towards greater impact.

Congratulations!

Mr Eric Teng - President, National Council of YMCAs of Singapore

Find Your Y - Inclusive Challenge

Our team of youth with special needs and their caregivers trekked the 100 km MacLeHose Trail in Hong Kong over 5 days in November.

#### Find Your Y - Tower Challenge

YMCA invited the community to climb the 40 year old, 9-storey tall YMCA building for 180 consecutive hours, and set the record for the longest mass continuous stairs climb in the Singapore Book of Records!





#### Finy Your Y - Stronger Together

The Find Your Y initiative concluded with Stronger Together, an immersive family carnival held on 24 November, graced by YMCA's Patron-in-Chief, President of the Republic of Singapore, Tharman Shanmugaratnam as the Guest of Honour.

Read More in page 36.

### **HIGHLIGHTS OF THE YEAR**

### Celebrating 180 Years of the Worldwide YMCA Movement

YMCA of Singapore celebrated 180 years of worldwide YMCA Movement with performances, lunch gathering and a 'Serving Communities in Singapore and Beyond' photo exhibition.

### ((((((())))))))

### **AWARDS**



Our Vocational and Soft Skills Programme for Youth-at-Risk won the inaugural World YMCA Meaningful Work Impact Award at the YMCA Mombasa Accelerator Summit 2024.

### **Official Launch of Y+**



Y+ is an initiative by the 3 Ys - YMCA, YWCA and MYMCA - to pool our resources and expertise to offer more options for people with special needs during the critical transition from special education schools to employment and community integration.

We were honoured to have Ms Denise Phua, Mayor of Central Singapore District and Member of Parliament for Jalan Besar GRC, as our Guest of Honour.

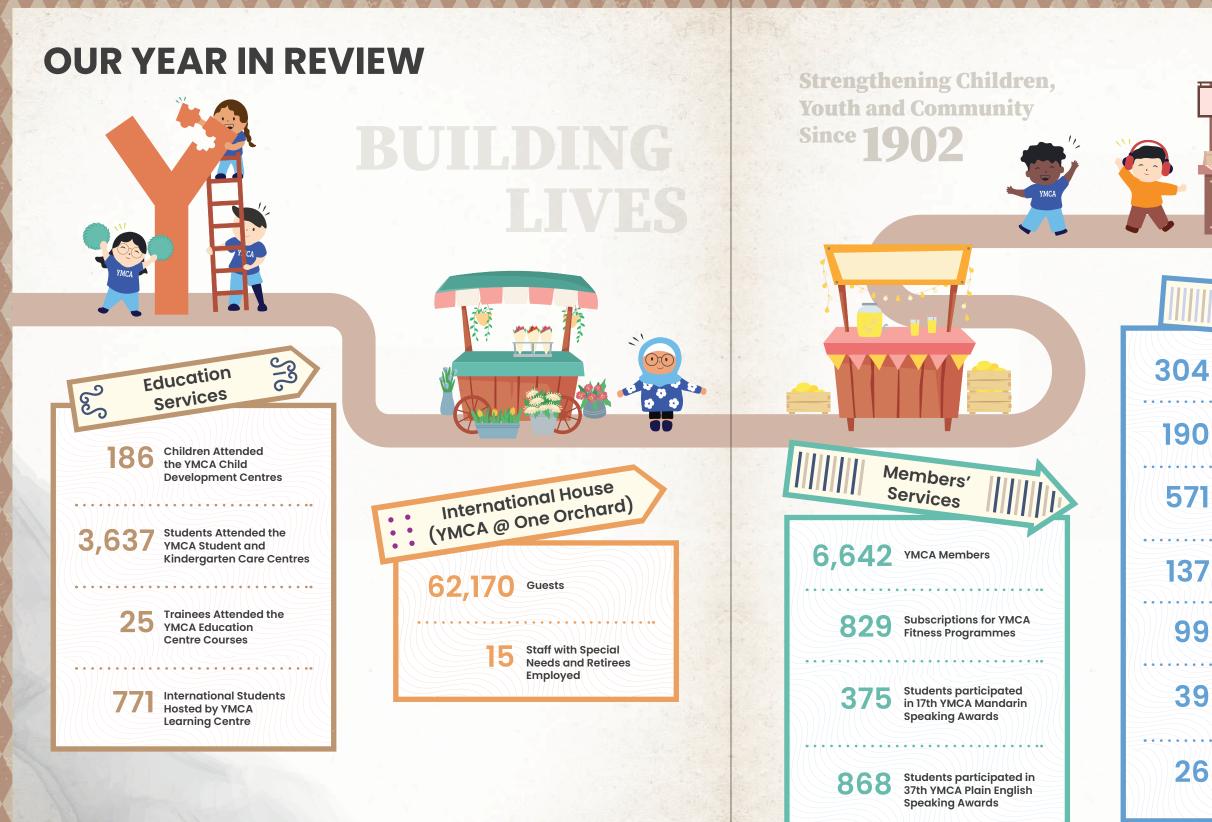
### Healthy Meals in Pre-Schools Programme (HMPP) Accreditation





YMCA of Singapore once again received the Enabling Mark (Silver), a testament to our commitment to disability-inclusive hiring and workplace practices.

We are proud to announce that YMCA Child Development Centres at Bukit Batok and Zhenghua had been accredited under the Healthy Meals In Pre-schools Programme (HMPP), which supports pre-schools in serving nutritious meals and encourages them to teach children about healthy eating habits.





### Programmes

Youth Leaders served through Youth For Causes

Youth Volunteers under University-YMCA

Youth Leaders & Volunteers served through International Serive Programme

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Youth Support (Special Needs) Clients

99 Youth Support (At-risk) Clients

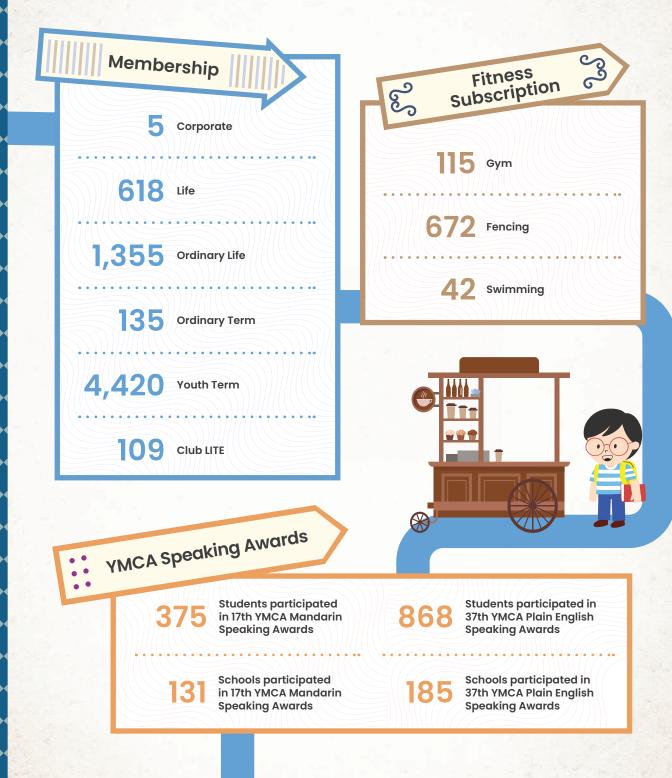
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Social Service Agencies Supported through Youth **For Causes** 

International Communities Served by International Service Programme

### **MEMBERS' SERVICES**



YMCA is dedicated to personal development and fostering a spirit of service among its members. Through training and volunteering opportunities, members can enhance their skills and contribute to their communities in meaninful ways.

The Members' Services team runs the YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA). These national competitions promote creativity, communication, and confidence in young people.

The YMCA also hosts the International Y's Men's Club of Singapore (Alpha Chapter) and the YMCA Toastmasters Clubs.





### F2T2 (From Farm To Table)

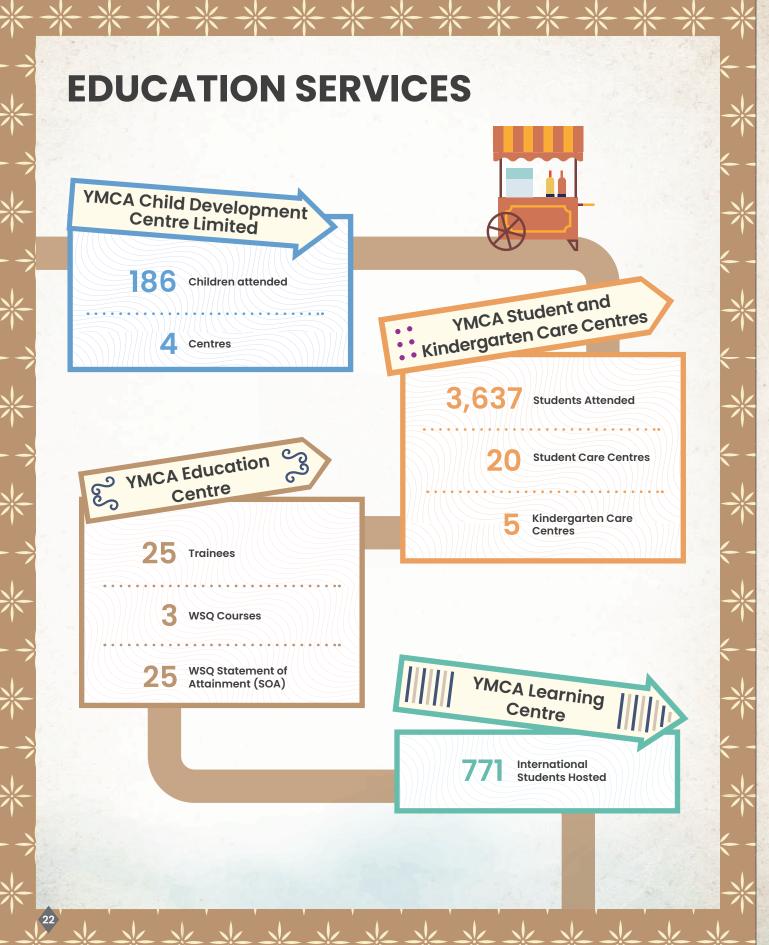
The F2T2 program, featuring the Vegepod at the Level 4 Terrace, had a successful year with two distinct runs. The first run took place in June, consisting of two sessions, and involved the participation of 5 members and staff. Building on this momentum, the second run occurred in September, offering three sessions and attracting a larger group of 11 members and caregivers. These sessions have contributed to fostering greater community involvement and engagement among participants.

### Congratulations to Mr Edward Ong for the successful appointment!



Mr Edward Ong has been elected as the International President Elect, 2024 – 2025, Y's Men's International Club. Mr Ong's extensive background with the YMCA includes serving as General Secretary of YMCA of Singapore and holding leadership roles in Y's Men's International Club.

As Mr Ong takes on this position, we are certain that his forwardthinking guidance will foster meaningful transformation and steer the organisation toward greater achievements.



### **YMCA CHILD DEVELOPMENT CENTRE LIMITED**

The YMCA Child Development Centre Limited offers a holistic education, blending learning with hands-on experiences. Classes like gardening and current affairs are both fun and skill-building. Children also engage in YMCA community service events, boosting their communication abilities and developing qualities such as empathy, compassion, and kindness.



### **Annual Graduation Ceremony and Concert 2024**

The YMCA Child Development Centre Limited held its annual Graduation Ceremony and Concert on 16 November 2024, with Mr Zaqy Mohamad, Senior Minister of State for Manpower and Defence, and Member of Parliament for Marsiling-Yew Tee GRC, as the Guest of Honour. The ceremony was attended by 184 students. The stage was filled with exciting performances, and the most anticipated moment of the day came when the names of the graduates were announced, creating an atmosphere of immense pride and joy for the children, their families, guests and the YMCA community.



### YMCA STUDENT AND KINDERGARTEN CARE CENTRES

The YMCA Student and Kindergarten Care Centres offer a safe, supportive environment for children from age 5, fostering values like responsibility and respect through an engaging curriculum. Children also participate in YMCA community service and partner activities, which enhance their communication, empathy and care for others.





### YMCA x NBCB Inclusivity Through the HeART of Food

In a collaborative effort with Chef Joachim, an alumnus of our Vocational and Soft Skills Programme (VaSSP) programme, imaginative drawings were created by children from the YMCA Student Care Centre @ Rulang, to give inspiration to the Mi So Hungry Kid's Menu at NBCB (Nothing But Cheeseburgers) restaurant.

Joachim interviewed the students about their favourite ingredients in a burger and got them to concoct their burgers through drawings. The YMCA students also came up with creative art pieces which were featured in the NBCB merchandise such as table napkins and placemats. Funds raised from the sale of food from the new recipes and the merchandise designed by YMCA students contribute to the YLAH fund, which support underprivileged children from YMCA Education Services.



# YMCA EDUCATION CENTRE AND YMCA LEARNING CENTRE

The YMCA Education Centre is an Approved Training Organisation offering accredited Singapore Workforce Skills Qualification (WSQ) courses, where one of the notable courses is the Tony Buzan Leadership & Management Masterclass. The YMCA Learning Centre arranges Study Tour programmes for both local and international students. The programmes focus on cultural immersion, fostering friendships, and promoting the exchange of intercultural knowledge.



### YMCA Learning Centre Signs New Partnership

YMCA Learning Centre is pleased to announce the signing of a new Memorandum of Understanding (MOU) with Ren Epic Education Pte Ltd. This partnership aims to enhance educational opportunities and foster collaboration between both organisations, offering innovative learning programmes and initiatives that will benefit students and enrich their learning experiences.

Through this partnership, YMCA hosted 771 International Students, promoting their appreciation of Singapore's heritage and culture.





## INTERNATIONAL HOUSE (YMCA @ ONE ORCHARD)



Consisting of 110 rooms and located in the heart of the city, the YMCA International House (YMCA @ One Orchard) is a social enterprise accommodation offering travellers a comfortable and welcoming home. It also provides hospitable accommodations for international students and locals whose homes are being renovated.

YMCA International House (YMCA @ One Orchard) creates work opportunities for individuals with special needs, empowering them to live independent and fulfilling lives. Additionally, it serves as a training platform for clients with special needs through the YMCA Train & Place Series.





# **YOUTH LEADERSHIP**







The mission of YMCA Youth Leadership Development is to nurture emerging leaders and cultivate a community of skilled, compassionate changemakers dedicated to creating a positive impact in their communities. Key programmes include the Youth For Causes, University-YMCA Singapore and International Service Programmes. These programmes empower youth to inspire positive change while equipping them with essential skills and fostering personal growth.

### **Youth For Causes**



### YMCA Youth For Causes x UBS Group **Executive Board Volunteering Challenge**

We had the honour of co-hosting UBS's Group Executive Board at a skills-based volunteering event.

### **University-YMCA Singapore**



Y Champs seeks to nurture young lives through sports. By engaging them in outdoor activities, we strive to encourage children to be curious about the world around them and to develop perseverance, teamwork, and endurance.

The programme started in June under Uni-Y SUTD and takes place at the YMCA Student Care Centre, Sengkang Primary School every Friday afternoon.



**Y** Champs

#ProjectYOU is a safe space curated to bring to light the inward and/or hidden struggles that young adults are facing, and bring different perspectives to existential questions. We believe that everyone is addicted to something or someone in some form. To explore this, we invited Cheryl Lew, Josiah Ng, Lemuel Teo, and Amanda Teo to share their personal stories of overcoming addiction.

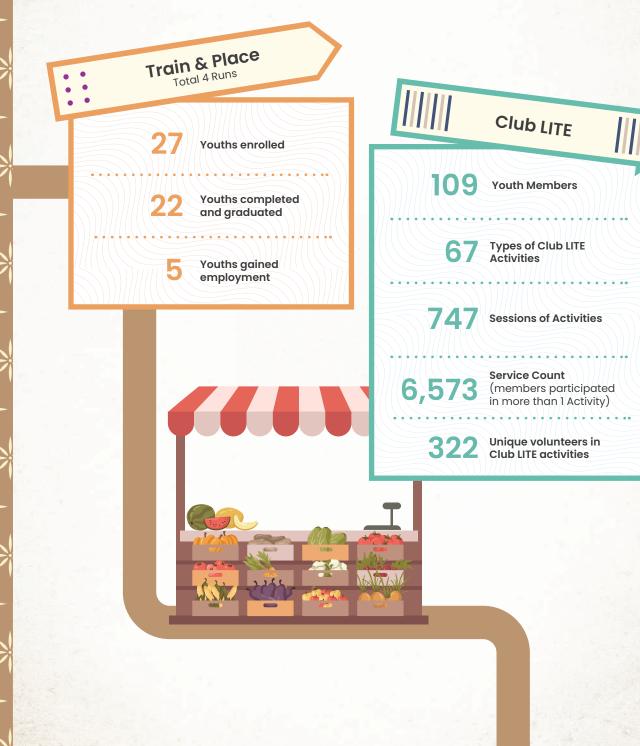
The event, held on 18 October, attracted 58 attendees, with 96% expressing high satisfaction. Key takeaways included the importance of identity in shaping actions, the healing power of connection and confession, and the possibility of freedom from addiction without the burden of guilt and shame.

Out of 76 youth teams participating in the YFC programme, six were selected to present their innovative community projects aimed at addressing various local social issues. Since May, around 40 dedicated UBS employee volunteers have been mentoring our young people, helping them refine their ideas and drive social change.

This year's tri-sector partnership between UBS, National Youth Council Singapore, and YMCA of Singapore highlights the power of cross-sector collaboration.

### **#ProjectYOU 2024**

# YOUTH SUPPORT (SPECIAL NEEDS)



YMCA Youth Support (Special Needs) champions, challenges, and trains youth with special needs through arts, sports, and employment training programmes. These initiatives are designed to build confidence and resilience, empowering individuals to live independently and reach their full potential.

Additionally, we provide meaningful volunteering opportunities, allowing volunteers to gain a deeper understanding of individuals with special needs. While the youths participate in our programmes, their caregivers benefit from valuable respite, giving them time to relax or focus on other tasks.



# YOUTH SUPPORT (AT-RISK)



The YMCA Youth Support (At-risk) programme is committed to empower out-of-school and at-risk youth through initiatives that enhance their skills, employability, and character development. A key initiative is the YMCA Vocational and Soft Skills Programme (VaSSP), which equips participants with vocational skills, while also fostering important soft skills like communication, conflict resolution, and job readiness.

Throughout the programme, our dedicated team of social workers offer emotional and social support, guiding youth towards reintegration into further education or assisting them in entering the workforce.





### YMCA Accelerator Summit in Mombasa and World YMCA Meaningful Work Impact Award

At the 2024 Accelerator Summit in Mombasa, Kenya, held in October, Amos Chua, Head of the Youth Support Department (At-Risk), represented YMCA Singapore to be a panelist speaker for both the Vision 2030 Meaningful Work Plenary and the Learning to Earning Masterclass. Additionally, he facilitated discussions in the Meaningful Work Labs, emphasising strategies to advance this global initiative.

YMCA of Singapore's Vocational and Soft Skills Programme (VaSSP) received the inaugural World YMCA Impact Award in recognition of its significant contributions to meaningful work. Furthermore, the programme was featured in a World YMCA video, showcasing its impact and alignment with Vision 2030's objectives. This global acknowledgment highlights YMCA Singapore's leadership in empowering youth-at-risk and advancing transformative vocational training programs.





### **COMMUNITY ENGAGEMENT AND PARTNERSHIPS**



The YMCA Community Engagement and Partnerships, play a vital role in supporting programmes that uplift the lives of our youth clients, through fundraising events and initiatives, while nurturing strong connections with volunteers and donors.



### **Charity Movie**

On 18 May 2024, the YMCA Charity Movie premiered the GARFIELD film at GVMAX @ VivoCity, bringing together 600 attendees for a worthy cause. The event successfully raised \$61,100.

We are grateful to our Platinum Donor, Nunchi Marine, for their generous \$50,000 sponsorship. In appreciation, we hosted them at GV Gold Class for an exclusive pre-movie gathering. POP MART contributed \$2,000 worth of Garfield Future Fantasy Series blind boxes and retail vouchers, adding excitement to the event. The Garfield mascot was a highlight, especially for the children.

We were honoured to have Ms Hany Soh, Member of Parliament for Woodgrove (Marsiling -Yew Tee GRC), as our Guest of Honour. Thank you to all sponsors, donors, and attendees for making this event a memorable success. The event successfully raised \$61,100





### **FUNDRAISING EVENTS**

### 24th Charity Golf

On 22 August, YMCA of Singapore held the 24th edition of the YMCA Charity Golf at the National Service Resort & Country Club. A total of 128 golfers participated, united by the mission to champion, challenge, and train youths to become active contributors to society. The event successfully raised \$156,020.

Thank you to all golfers, sponsors, and supporters for making this event a meaningful success.



### Find Your Y Movement



YMCA of Singapore launched the inaugural Find Your Y (FYY) movement at Decathlon Singapore Lab (Kallang). The movement seeks to challenge and inspire the public to introspect and discover the reason behind each attempt to do good. In celebration of the 5-year milestone of YMCA's Inclusive Challenge, FYY formalises our commitment to reverse the narrative to empower service users and beneficiaries to be advocates for their respective causes.

Decathlon Singapore came alongside us to demonstrate their commitment to doing good for the community by being a venue sponsor for the launch, and the exclusive equipment sponsor for FYY-Inclusive Challenge 2024. We were honoured to have Mayor Denise Phua, our long-term supporter for the previous renditions of the Inclusive Challenge, as our Guest of Honour.

Together, the attendees, alongside our Youth with Special Needs Ambassadors, completed a collaborative artpiece (flag) to kickstart 2024's Inclusive Challenge.



### **Find Your Y** - Inclusive Challenge

After the successful summit of Mount Fuji in 2023, our youth ambassadors return with a more challenging endeavour - the 100km MacLeHose trail. Not only was it longer, but the terrain was more challenging. 10 of our youth ambassadors, alongside their caregivers, YMCA staffs and partners successfully completed the trail on 13 November, after 5 days of persevering through the grueling physical challenges, pushing their limits.

Coming alongside them in this endeavours were PwC Singapore, Rajah & Tann and Running Hours.



### **Find Your Y** - Tower Challenge

Find Your Y - Tower Challenge extends and expands the scope of the Find Your Y movement to include community participation. The Challenge aimed to set the record for the longest duration of sustained stairs-climbing activity in Singapore. On 24 November 5pm, the team successfully established the national record after 180 hours, with a total of \$44,971 raised, 3563 attempts and 504 participants.

The Tower Challenge was flagged off by Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development.



### **Find Your Y** - Stronger Together Carnival

The Find Your Y - Stronger Together Carnival celebrates the conclusion of both the Find Your Y - Inclusive Challenge and Find Your Y - Tower Challenge. YMCA @ One Orchard was converted into a carnival, inviting guests, visitors, members, neighbours, and past and present partners to come together to enjoy a day of activities, food and fun.

Themed Y Visit, Y Hope, Y Now, the carnival was curated to showcase the Y's heritage, current impact, and future aspirations.



### WITH GRATITUDE

### Corporates and Organisations

\$100,000 and above Nunchi Marine UBS Singapore

**\$10,000 and above** KPMG in Singapore PwC Singapore

**SLB** Development

### \$5000 and above

AP Oil Pte Ltd Charity How **CMIA** Capital Partners **Heeton Holdings** Huttons Asia Pte Ltd Kim Seng Heng Engineering Construction Ltd Knight Frank Pte Ltd Maybank Singapore **OUE** Limited **Oxley Holdings Limited Propnex International** Rajah and Tann SingHaiyi Group Singapore Pools TwentyTwo Holdings Pte Ltd (The Par Club Singapore)

### Individuals

**\$10,000 and above** Eric Teng Wee Wei Ling

### \$5000 and above

Cynthia Tan Gilbert Quah Stephen Loh Tay Puan Siong Teo Eng Cheong Teo Han Leong Vince Toh Giap Eng Vincent Ang Wee Boo Kuan

### \$1000 and above

Albert Ching Chew Kwee San George Tay Jimmy Beng Kian Siew Yeo Keng Joon In-Kind Sponsors

- Asher AWG Insurance Decathalon Singapore Factor Bicycle Frozt
- Love For Wagashi
- Mitsubishi Electric Asia Pte Ltd
- Noon Golf
- Philip Stein
- Pilot Pen (S) Pte Ltd Primer
- Singapore Pools
- Starbalm
- Taylormade
- Tea Ideas
- Yakin Distribution Pte Ltd
- Yeo's Singapore

BHANK

## GOVERNANCE EVALUATION CHECKLIST (GEC)

s/N	Code Description	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain	Score
Prine	ciple 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.	1.4	Yes		2
	"Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.				
Prine	ciple 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or desig nated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.	2.6	Yes		2
	i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.		30.1		

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

Thank you for empowering our helping hands!

s/N	Code Description	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain	Score
Prin	ciple 2: The charity has an effective Board and Management.				
	ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.				
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.	2.7	Yes		2
	a. No staff should chair the Board and staff should not comprise more than one-third of the Board.				
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.	2.8	Yes	N 10	2
	a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.				1
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.	2.9a 2.9b 2.9c	Yes		2
	For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.				
	b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).				
	c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.				
14	For Treasurer (or equivalent position) only:	2.9d	Yes		2
	d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.				
	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.				
Prine	siple 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	13	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.	3.2	Yes		2
	a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.				1
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2

s/N	Code Description	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain	Score
Princ	ciple 3: The charity acts responsibly, fairly and with integrity.				
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Princ	siple 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	<ul> <li>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</li> <li>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: <ol> <li>Revenue and receipting policies and procedures;</li> <li>Procurement and payment policies and procedures; and</li> <li>System for the delegation of authority and limits of approval.</li> </ol> </li> </ul>	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/ subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance Partial compliance is noted as some required policies are still in progress. Full compliance will be achieved once the policies are finalised.		1
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Princ	ciple 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2

s/n	Code Description	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain	Score
Prin	ciple 5: The charity is accountable and transparent.				
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report:	5.3	Yes		2
	a. Number of Board meetings in the year; and b. Each Board member's attendance.				
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.	5.6a	Yes		2
ć	a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.				
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.	5.6b	Yes		2
	a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.				
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Prin	ciple 6: The charity communicates actively to instil public confidence.				1
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	1 heles	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
4				Total Score	75
				Percentage = (Total Score/ Full Marks of 76) x 100%	99%

### **Board Meeting Attendance Record**

Name	Attendance
Tony Soh	6/6
Kenneth Tan	5/6
Teo Zi-Ming	6/6
lo Chee Hon	5/6
/incent Ha	5/6
Albert Ching	5/6
Cynthia Tan	6/6
ric Teng	6/6
loshua Lee	5/6
eon Ng	4/6
Pek Hak Bin	4/6
Samuel Chan	5/6
Steven Chia	3/6
ran Sze Wee	5/6
Marlene Koh (join 17 Sept)	3/6



### 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 term 2024 / 2025.

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 as conducted in 2024.

#### 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.

#### 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 2024, 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

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).

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.

matter.

#### WHISTLE BLOWING

suspected:

- 1. Corruption;

- 4. Breach of laws.

#### **FUNDRAISING PRACTICES**

Council.

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.

raised.

#### **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.

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

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

- 2. Acts of fraud:
- 3. Theft and/misuse of the Association's properties, assets
  - or resources; or

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

Each fundraising is supported by volunteers and staff. Donors are informed of our objectives and targets.

Fundraising expenses amounted to 24.5% of the total fund

# **FINANCIAL STRATEGY** Donations Programmes Fundraising Surplus International House **Education Services** (YMCA @ One Orchard)

Sources of Income for 2024

\$25,756,218





### **FINANCIAL INFORMATION**

	2024	2023
STATEMENT OF FINANCIAL POSITION		
Non-Current Assets	3,746,941	4,329,189
Current Assets	36,207,819	35,330,804
Total Assets	39,954,760	39,659,993
Total Liabilities	(5,269,326)	(4,947,399)
TOTAL FUNDS <sup>1</sup>	34,685,434	34,712,594

### STATEMENT OF COMPREHENSIVE INCOME

Revenue:		
Education	15,512,191	18,495,390
International House	5,792,507	5,507,140
Membership	393,590	410,724
Community Services	449,133	362,318
Volunteer & Youth Development Programmes	120,325	4,915
International Service Programmes	630,399	866,028
Donations & Fund Raising Events	1,033,684	1,539,242
Corporate Services	705,606	903,118
Investment Income	983,549	1,036,876
Amortisation of building asset capitalisation reserve	114,732	114,732
	25,735,715	29,240,483

Costs:		
Education	16,385,021	18,476,843
International House	4,742,830	4,642,143
Membership	529,429	551,583
Community Services	1,767,844	1,451,138
Volunteer & Youth Development Programmes	849,887	674,855
International Service Programmes	762,884	1,042,192
Donations & Fund Raising Events	252,278	461,476
Corporate Services	258,837	436,990
Investment Expenses/Loss	-	270
Non Operating Expenses	99,134	105,894
	25,648,143	27,843,384

#### **TOTAL COMPREHENSIVE INCOME**

### STATEMENT OF CASHFLOW

Net cash effect of operating activities	(198,879)	1,009,586
Net cash effect of investing activities	(5,279,201)	(12,537,893)
Net change in cash and cash equivalents	(5,478,080)	(11,528,307)
Cash and cash equivalents as at 1 January <sup>2</sup>	9,614,456	21,142,763
Cash and cash equivalents as at 31 December <sup>2</sup>	4,136,376	9,614,456

87,572

1,397,099

Notes:

48

1. There is no planned timing of use for the Restricted Funds that form part of Total Funds.

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

### **THE YEAR AHEAD**

In 2024, YMCA completed its Forward Strategy Plan, Phase 1 (2024 – 2027). The theme of Phase 1 is Transforming Lives, Strengthening Communities & Renewing 1 Orchard Road.

In this phase, YMCA's focus is to



To implement the above, 2025 will see YMCA focusing on strengthening our programme processes and sustainability so as to prepare for scaling opportunities, enhancing the recruitment, training and development of our Education Services, putting together our digital strategy plan and completing the preparation phase of our capital redevelopment.

following:

Operation Costs Corporate & Governance Costs 3 Fundraising Expenses

The digital strategy plan will enable YMCA to map its digital needs to streamline its work processes and harness data for better service delivery.

The capital redevelopment preparation entails obtaining the required approvals, support of membership and funds needed for the project.

To support the ongoing work of YMCA as well as its forward plans, YMCA's planned expenditure for 2025 includes the

Programmes, Services & Social Enterprises

4 Transforming 1 Orchard Road Project

Its Fundraising Plans are:

Charity Golf

2

Inclusive Challenge

**Community Dinner** 

Capital Redevelopment - Naming Rights | Sustainable Giving | Friends of YMCA



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