



# IT ONLY TAKES A SPARK

20 Years of Serving Communities with Uni-Y



ANNUAL REPORT 2025

# 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.



## 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:

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

# OUR CORE VALUES



## COMPASSION

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



## SERVANT LEADERSHIP

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



## HONESTY

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



## ACCOUNTABILITY

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



## RESPECT

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



## EXCELLENCE

To strive for best practices.

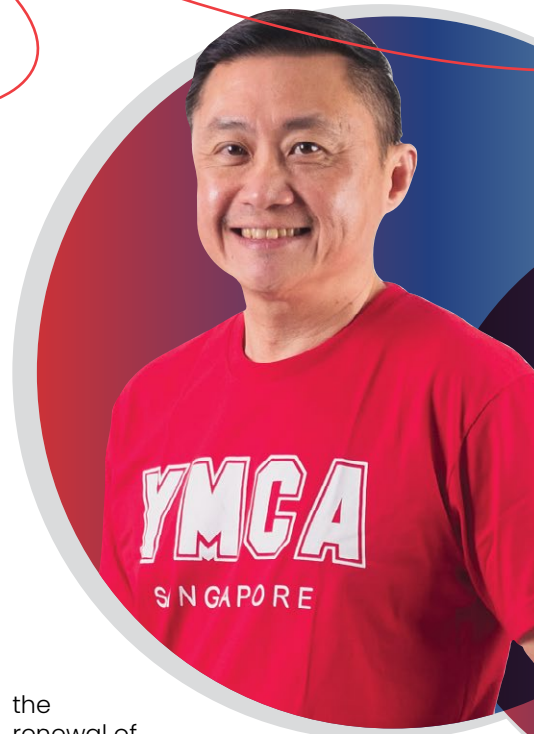


# WHAT'S INSIDE

<b>4</b>	President's Message
<b>5</b>	General Secretary & CEO's Message
<b>6</b>	Board of Directors & Advisory Council
<b>9</b>	Committees and Resource Panels
<b>11</b>	Management Team
<b>12</b>	Organisational Structure
<b>13</b>	Recognition and Accolades
<b>14</b>	Highlights of the Year 2025
<b>16</b>	A Year of Impact
<b>18</b>	Members' Services
<b>20</b>	Education Services
<b>24</b>	International House (YMCA @ One Orchard)
<b>26</b>	Programmes
<b>28</b>	Youth Leadership Development
<b>30</b>	Youth Support
<b>34</b>	Community Engagement & Partnerships
<b>38</b>	Purposeful Collaborations
<b>39</b>	With Gratitude
<b>40</b>	Moments that Shape Us
<b>42</b>	Community Well-Being and Sustainable Planet
<b>44</b>	Governance
<b>46</b>	Governance Evaluation
<b>51</b>	Financial Strategy
<b>52</b>	Financial Information
<b>54</b>	The Year Ahead



# PRESIDENT'S MESSAGE



In 2025, the YMCA of Singapore operated in a climate shaped by geopolitical and economic uncertainties as well as rising social and environmental needs. In its 123 years of history, challenges are not new to the YMCA of Singapore. It had weathered World Wars, industrial revolution and socio-economic upheavals. Through these, it has transformed itself, grown and maintained its focus on developing youths and serving communities. 2025 was no different.

## **DEVELOPING YOUTHS, SERVING COMMUNITIES**

Macro environment concerns impact not only the organisation but also the youths and communities we serve. Youth mental health issues, the future of work, and the impact of climate change are some of the key issues faced by our youths and communities today. To ensure that the YMCA of Singapore remains responsive and relevant to these, Board and Management came together for a 3-day retreat to refresh the Forward YMCA Strategy Plan. We are happy to note that Phase 1 of this plan – Transforming Lives, Strengthening Communities and Renewing 1 Orchard Road, is progressing well in our Education Services, Youth Support Programmes and redevelopment exploration.

## **PEOPLE, GOVERNANCE, EXCELLENCE**

Good governance remains the foundation of trust. Throughout the year, the YMCA of Singapore

continually strengthened its governance frameworks across service delivery, performance evaluation, compliance and risk management. The relentless focus on these is undergirded by our values of honesty, accountability and excellence.

People are central to good governance and organisational excellence. In 2025, we continued to invest in leadership development, staff capability building, and inclusive workplace practices. The Straits Times' Singapore Best Employer Award, Progressive Wages Mark and Enabling Mark (Silver) bear testament to our efforts.

We are also deeply appreciative of Mr Lim Boon Heng for his dedicated service as Chairman of our Advisory Council from 2019 to 2025. His guidance and encouragement have given the YMCA the courage to move forward and pursue our aspirations in serving and impacting communities.

Mr Lim Boon Heng had graciously accepted the conferment of Honorary Life Membership of the YMCA of Singapore.

In November 2025, we warmly welcomed Mrs Lim Hwee Hua as the next Chairman of the Advisory Council. We look forward to her guidance as we grow the YMCA of Singapore from strength to strength.

## **OUTLOOK**

Looking ahead, we remain focused on our mission and ensuring its relevance. A key lever for this is

the renewal of our iconic premises at 1 Orchard Road. More than a physical upgrade, we aspire for this transformation to bring together the YMCA ecosystem of members, partners, volunteers, supporters, youths, and participants in a safe, inclusive, and inspiring space. The renewed premises will be a launchpad for the YMCA of Singapore to continue serving and impacting communities in Singapore and the region for years to come.

As we forge ahead, our commitment is clear: to steward resources responsibly, govern with integrity, and collaborate for the greater good. I extend my heartfelt gratitude to our staff, volunteers, donors, partners, and members for your unwavering support.

May God continue to bless the 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

## IMPACTING YOUTHS, SERVING COMMUNITIES

2025 has been a transformative year for the YMCA of Singapore as we continued our mission to empower youths and serve communities. A significant milestone was the 20<sup>th</sup> anniversary of **University-YMCA (Uni-Y) Singapore**, a platform that unites university students passionate about community service and social impact. To commemorate this milestone, Uni-Y in collaboration with YSN team organised the YMCA Inclusive Camp, a five-day experience bringing together youths from Club LITE (a holistic development club for youths with special needs), the Vocational and Soft Skills Programme (an evidence-based programme for youths not in employment, education or training), Uni-Y Singapore, Chinese YMCA of Hong Kong, YMCA Shanghai, and YMCA Makati. The camp fostered inclusion, empathy, and cross-cultural understanding, with Uni-Y Singapore youths serving as mentors and role models for inclusive leadership.

Our commitment to inclusivity was demonstrated by the launch of **Find Your Y: Inclusive Challenge YMCA123 x SG60** in October 2025, which brought together over 60 participants from diverse backgrounds to celebrate YMCA's 123<sup>rd</sup> anniversary and Singapore's 60th year of independence. The Challenge raised \$57,811.60 (includes estimated matched funds) for YMCA Community Services Fund

which supports youth with special needs and youth at risk through training, wholistic development and community engagement. In addition, YMCA piloted the **Train and Gig** series, equipping youths with practical skills and short-term work opportunities. By linking training with real-world experience, the initiative builds confidence, supports independence, and develops inclusive pathways for every young person to thrive.

Another significant milestone was the launch of **CareerUP**, a first-of-its-kind holistic career development programme supporting final-year tertiary students in their transition to the workforce. Through mentorship, skills training, financial support, and a values-driven 'Pay-It-Forward' model, CareerUP equips students to enter the workforce with confidence while fostering a culture of giving back. This transformative initiative was made possible by the generous support of the UBS Optimus Foundation, whose commitment to youth development continues to create meaningful, long-term impact.

In early childhood education, YMCA took a strategic step forward through its social enterprise arm. On 1 September 2025, operations of our four Child Development Centres were successfully transferred to TOUCH Preschools, ensuring continuity of care, a smooth transition for staff, and stable, nurturing environments for children and families.



## EMPOWERING OUR PEOPLE

In 2025, YMCA of Singapore was recognised as one of Singapore's Best Employers by The Straits Times and Statista, reflecting our commitment to a supportive and inclusive workplace. We invested in staff well-being through mental wellness initiatives, engagement activities, and leadership development, and welcomed 14 interns from diverse educational backgrounds to gain hands-on experience in social impact work.

As we look ahead, we do so with humility and hope. Together with youths, members, partners and supporters of YMCA, we will continue to empower lives, strengthen communities, and build a future where every person can thrive.

### Wu Mei Ling

General Secretary & CEO  
YMCA of Singapore

# BOARD OF DIRECTORS



## PATRON-IN-CHIEF

**His Excellency  
Mr Tharman  
Shanmugaratnam**  
President of the  
Republic of Singapore  
(from 16 October 2023)

## BOARD OF TRUSTEES

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

### 1. Mr Tony Soh President

(as of May 2021)

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

### 2. Mr Kenneth Tan Vice President

(as of May 2019)

Chairman, Singapore Film Society  
Appointed May 2018

### 3. Mr Zed Teo Zi-Ming Vice President

(as of May 2024)

Senior Director, Community Relations  
& Engagement, Ministry of Culture,  
Community & Youth  
Appointed May 2019  
Honorary Secretary (May 2019)

### 4. Mr Vincent Ha Honorary Secretary

(as of May 2024)

CEO, Lyte Ventures Pte Ltd  
Appointed May 2019  
(YMCA of Singapore)  
Appointed September 2023  
(Director, YMCA Child Development  
Centre Limited)

### 5. Mr Stephen Loh Co-Opted Board Member & Honorary Treasurer

(as of October 2025)

Retiree  
Appointed October 2025

### 6. Mr Albert Ching Board Member

CEO, Singapore Cancer Society  
(up to 28 February 2025)  
Appointed May 2016  
(YMCA of Singapore)  
Appointed September 2023  
(Chairman, YMCA Child Development  
Centre Limited)

## BOARD OF DIRECTORS



We thank **Mr Ho Chee Hon** for his contribution towards YMCA as a Honorary Treasurer in 2025. Mr Ho stepped down from YMCA's Board in November 2025.

### 7. Mr Steven Chia Board Member

Broadcast Journalist, Mediacorp  
Appointed May 2017

### 8. Mr Joshua Lee Board Member

Head of Portfolio Management,  
Singapore, Lombard Odier Group  
Appointed May 2023

### 9. Mr Leon Ng Board Member

Retiree  
Appointed May 2020

### 10. Mr Pek Hak Bin Board Member

Country Head, United Petroleum  
International Holdings Pte Ltd  
Appointed May 2020

### 11. Ms Cynthia Tan Board Member

Retiree  
Appointed May 2017

### 12. Mr Eric Teng (BBM, PBM) Board Member

Group COO, The Straits Trading  
Company Limited  
Adviser, The Tecity Group & Tan Chin  
Tuan Foundation  
Appointed May 2019

### 13. Ms Tan Sze Wee Board Member

Executive Director, Rainbow Centre –  
Head Office  
Appointed May 2021  
(YMCA of Singapore)  
Appointed September 2023  
(Director, YMCA Child Development  
Centre Limited)

### 14. Ms Marlene Koh Board Member

Head/Chief Counsellor,  
SAF Counselling Centre,  
Ministry of Defence  
Appointed July 2024

### 15. Mr Bryan Tan Board Member

Managing Consultant, Benhke SGS  
Appointed May 2025

### 16. Mr Mark Syn Co-Opted Board Member

Fund Manager, MFS  
Investment Management  
Appointed May 2025

### 17. Mr Gideon Yap Co-Opted Board Member

Lawyer, Martin & Partners LLP  
Appointed September 2025

# ADVISORY COUNCIL



**1. Mrs Lim Hwee Hua**  
**Chairman**

Appointed 2026

**2. Mr Jonathan Larsen**  
**Member**

Appointed October 2021

**3. Mr Andrew Ang (PBM)**  
**Member**

Appointed October 2021

**4. Mr Khoo Boon Hui**  
**(PPA, PBS, PJG)**

**Member**

Appointed October 2021

**5. Mr Tay Puan Siong (JP, PBM)**  
**Member**

Appointed October 2021

## Honorary Life Members

**Mr Lim Boon Heng**  
**Mdm Halimah Yacob**  
**Mr S. Dhanabalan**  
**Dr Tony Tan Keng Yam**  
**Mr Harold Shaw**  
**Mr Shaw Vee Meng**  
**Mr Cecil V R Wong** (up to 2024)  
**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

**Ms Joanne Low**  
**Mr Peter Sim Swee Yam** (BBM)  
**Mr Bryan Tan**  
**Mr Laurence Wee**  
**Mr Gideon Yap**

## Banker

**DBS Bank Ltd**

## Auditor

**Lo Hock Ling & Co**

With sincere appreciation, we thank **Mr Lim Boon Heng** and **Mr Tan Gee Paw** for their dedicated service on the YMCA Advisory Council. Their guidance and commitment have made a lasting contribution to YMCA and the communities we serve.



# COMMITTEES AND RESOURCE PANELS



## GOVERNANCE COMMITTEES

### Executive

Mr Tony Soh (*President*)  
 Mr Kenneth Tan (*Vice President*)  
 Mr Teo Zi-Ming (*Vice President*)  
 Mr Vincent Ha (*Hon Secretary*)  
 Mr Stephen Loh (*Hon Treasurer*)  
 Ms Wu Mei Ling (*Secretariat*)

### Audit & Risk

Mr Leon Ng (*Chairman*)  
 Mr Joshua Lee  
 Mr Peter Tay  
 Mr David Wong  
 Mr Raymond Tan (*Secretariat*)  
 Mr Lau Jyh Seong (*Secretariat*)

### Human Resources

Ms Cynthia Tan (*Chairman*)  
 Mr Vincent Ha  
 Mr Kenneth Tan  
 Ms Tina Ang (*Secretariat*)

### Investment

Mr Eric Teng (*Chairman*)  
 Mr Ho Chee Hon  
 Mr Leon Ng  
 Mr Pek Hak Bin  
 Mr Mark Syn  
 Mr Raymond Tan (*Secretariat*)

### Nominations

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



## OVERSIGHT COMMITTEES

### Education

Ms Tan Sze Wee (*Chairman*)  
 Mr Ho Chee Hon  
 Mr Ezra Ng  
 Mrs Irene Tay-Koh Chye Choo  
 Dr Yap Meen Sheng  
 Ms Lynette Yeo (*Secretariat - retired as of Sept 2025*)  
 Mrs Helen Tan (*Secretariat*)

### YLAH (YMCA Lend A Hand)

Mr Kenneth Tan (*Chairman*)  
 Mr Mark Balakrishnan  
 Mr Dennis Lee  
 Mr Stephen Loh  
 Mr David Lua  
 Mr Ezra Ng  
 Ms Elsie Kwow (*Secretariat*)

### International House

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

### Programmes

Mr Kenneth Tan (*Chairman*)  
 Mr Samuel Chan  
 Mr Vincent Ha  
 Ms Gracelyn Ho  
 Ms Marlene Koh  
 Mr Stephen Loh  
 Mr David Lua  
 Mr Leon Ng  
 Mr Alister Ong

Ms Cynthia Tan  
 Mr Zed Teo Zi-Ming  
 Mr Amos Chua (*Secretariat*)

### Fundraising

Mr Joshua Lee (*Chairman*)  
 Mr Steven Chia  
 Mr Ee Kuo-Ren  
 Ms Lee Wong  
 Mr Stephen Loh  
 Ms Joanne Low  
 Ms Cynthia Tan  
 Mr Eric Teng  
 Ms Phua Mei Xuan (*Secretariat*)



## RESOURCE PANELS

### 18<sup>th</sup> YMCA Mandarin Speaking Awards (MSA)

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

### 38<sup>th</sup> YMCA Plain English Speaking Awards (PESA)

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

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

Mr Eric Teng (*Panel Lead*)  
 Prof Yeo Wee Yong (*NUS Biz Sch*)  
 Mr Chua Hung Meng  
 Dr Anne-Marie Gutierrez  
 Ms Gracelyn Ho  
 Mr Edward Lee  
 Prof Ruth Tan  
 Mr Steven Yeo

### YMCA INFORMATION TECHNOLOGY

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

## UNIVERSITY-YMCA

### Bi Uni-Y NTU/NUS

Mr Egan Seth Ong Sheng (*President of Uni-Y NTU*)  
 Ms Lee Xian Hui (*President of Uni-Y NUS*)  
 Mr Chen Hongyu  
 Ms Hannah Chew Pei Xuan  
 Mr K Arun Kumar  
 Ms Kwan Hui Jan  
 Ms Ng Zi Jun  
 Ms Tan Ee Xuan  
 Ms Kelly Tay Jing En

### Uni-Y SMU

Ms Janice Ow-Yong Yun Fei (*President of Uni-Y SMU*)  
 Mr Marcus Christian Samin Suner (*Vice President of Uni-Y SMU*)

Ms Tew Yu Xin (*Vice President of Uni-Y SMU*)  
 Mr Alan Sebastian Bun  
 Mr Lam Pun Liong  
 Ms Charis Davene Lim Yong En  
 Ms Ng Yi Xi Kendra  
 Ms Tan Gin  
 Ms Teck Ke Le Kelly  
 Mr Jacob Yap Jun Jet

### Uni-Y SUTD

Ms Victoria Syn Hui En (*President of Uni-Y SUTD*)  
 Mr Parth Chaurasia  
 Ms Chong Xing Xiao  
 Ms Goh Pei Ning, Shanice  
 Ms Elizabeth Lim

## YMCA CLUBS

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

Mr Raghavan Nair (*President*)  
 Mr Stephen Loh (*Immediate Past President*)  
 Mr Edward Ong (*Hon Secretary*)  
 Mr David Lua (*Hon Treasurer*)  
 Mr Eric Teng (*Hon Auditor*)  
 Mr Ma Poh How (*Hon Auditor*)  
 Rev Dr PJ John  
 Mr Freddie Lee  
 Ms Michelle Loh  
 Ms Doris Moh  
 Mr Daniel Ng  
 Mr James Tan  
 Ms Jean Chai (*YMCA Liaison*)

### Singapore Mandarin Toastmasters Club

Ms Chan Hui Xin (*President*)  
 Ms Stephanie Seah (*Vice President - Education and Secretary*)

Mr Tan Meng Chuan (*Vice President - Membership and Public Relations*)  
 Mr Patrick Chang (*Treasurer*)  
 Ms Joiey Yang (*Sergeant at Arms*)

### YMCA Toastmasters Club

Ms Cherrie Rico (*President*)  
 Mr Justyn Keloth (*Vice President - Education*)  
 Ms Suzanne Loh (*Vice President - Membership and Secretary*)  
 Mr Ivan Sun (*Vice President - Public Relations*)  
 Mr Arun Sharma (*Treasurer*)  
 Mr Irvinder Singh (*Sergeant at Arms*)

# MANAGEMENT TEAM



We extend our heartfelt appreciation to **Ms Lynette Yeo** for her dedicated service to the YMCA of Singapore, as she stepped down from her role as Assistant General Secretary, Social Enterprises, on 1 September 2025. Her leadership and contributions have left a lasting impact on the YMCA and its mission.

## 1. Wu Mei Ling General Secretary & CEO

Appointed 25 April 2022

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

Appointed 24 March 2014

## 3. Guo Weimin Director Education Services

Appointed 1 January 2026

Information on this page is accurate through February 2026.

## HEAD OF DEPARTMENT

### General Secretary Office

Thoo Chuah  
Marketing & Corporate  
Communications & CEP (TIOR)

Jean Chai  
Members' Services

Khoo Hui Seng  
Strategy & Organisation Development

### International House YMCA @ One Orchard

Joanne Tan  
Front Office

Rajakumari  
Housekeeping

Adeline Tan  
Rooms & Events

### Education Services

Helen Tan  
Child Development Centre Limited

Elsie Kwow  
Education Services

Jasmine Kuek  
Kindergarten & Student Care  
(up to 31 October 2025)

### Corporate Services

Tang Jui Hong  
Building Services &  
Information Technology

Raymond Tan  
Finance

Tina Ang  
Human Resources

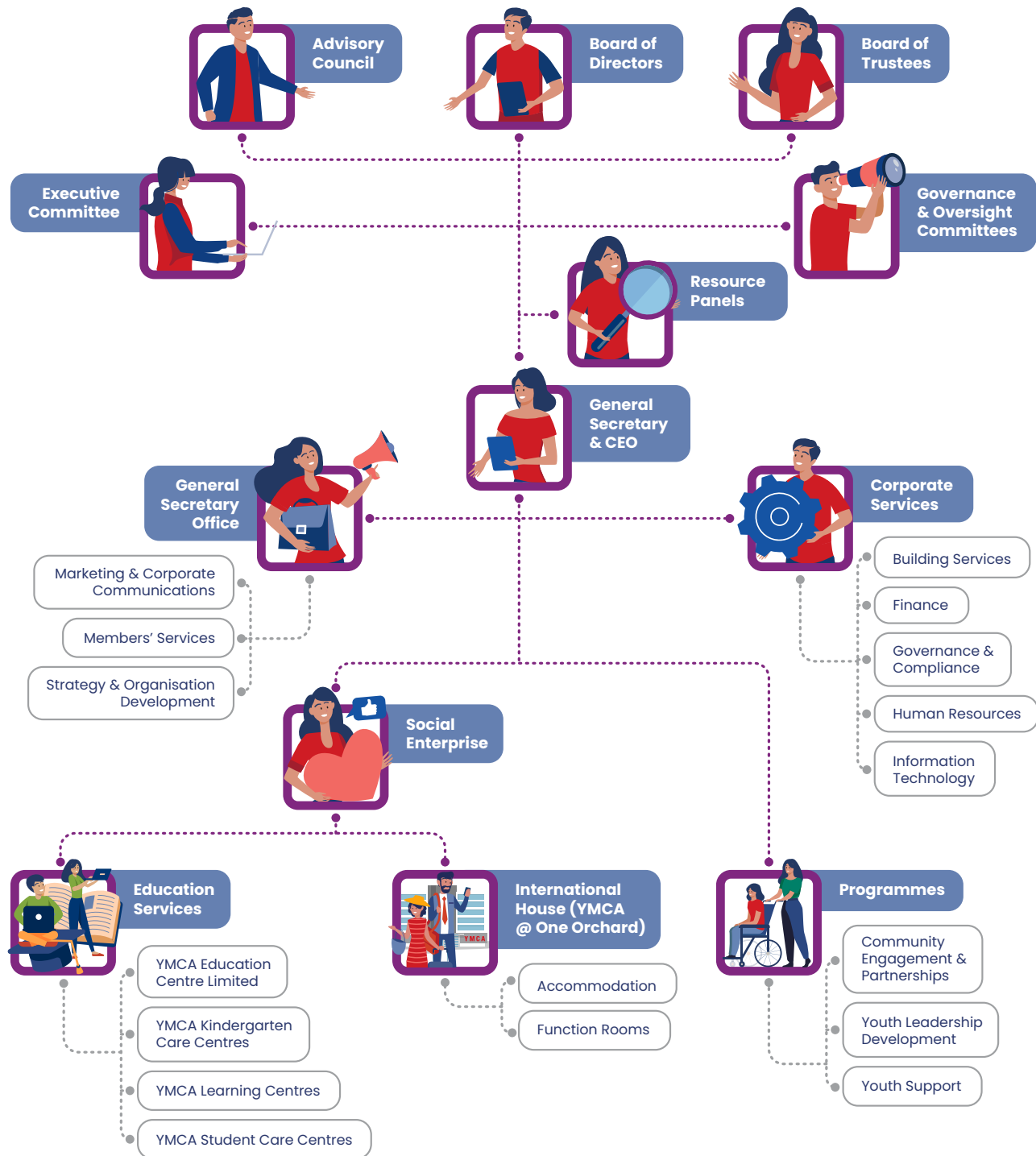
### Programmes

Joyce Yu  
Youth Leadership Development

Amos Chua  
Youth Support (At-Risk)

Ansellia Teo  
Youth Support (Special Needs)  
(up to 28 February 2026)

# ORGANISATIONAL STRUCTURE



# RECOGNITION AND ACCOLADES



YMCA renewed the SG Enable Mark and attained the Silver award for 2025–2026, affirming our ongoing commitment to building an inclusive and accessible workplace. The award recognises our continued efforts towards inclusive employment practices, organisational accessibility and fostering a culture of respect and inclusion. We continue to strengthen these efforts for the benefit of our staff, volunteers, partners and the communities we serve.

2025 has been an exceptional year for the YMCA family, shaped by the dedication and spirit of our people. A key highlight came in April, when the YMCA of Singapore was recognised as one of Singapore's Best Employers 2025 by The Straits Times. More than an award, this accolade affirms the caring and purpose-driven culture our staff foster every day, a culture that strengthens our mission and enhances the support we provide to the community.

In 2024–2025, YMCA also received accreditation under the Progressive Wage Mark (PWM), administered by the Singapore Business Federation. This recognition affirms our commitment to fair and progressive wages, skills development, and clear career pathways, reflecting our belief in dignity at work and inclusive growth for all employees.

# HIGHLIGHTS OF THE YEAR 2025



## A WORKPLACE BUILT ON PURPOSE AND CARE

YMCA of Singapore was recognised as one of Singapore's Best Employers 2025 by The Straits Times and attained the SG Enable Mark Silver Award (2025–2026), affirming our commitment to an inclusive and caring workplace.

*Read more on page 13.*



## RELIVING OUR SG60 STORY VIA THROWBACK TO THE PAST GALLERY

A month-long gallery organised by Education Services invited the community to journey through Singapore's past, celebrate heritage, relive memories, and mark national transformation.

*Read more on page 22.*



## UNI-Y 20<sup>TH</sup> ANNIVERSARY

### *Celebrating 20 Years of Service and Friendship*

Alumni, past and present, reunited to honour the Uni-Y journey, reflecting on shared memories, commitment to service, and a legacy that continues to grow.

*Refer to page 29 for more details.*



### *Tri Uni-Y ISP Trip to Laos*

Students from YMCA Singapore, Chinese YMCA of Hong Kong, and Taichung YMCA gathered in Luang Prabang, Laos to serve, learn, and build friendships through environmental education, school improvements, and cultural exchange.

*Refer to page 29 for more details.*





## CareerUP LAUNCH: EMPOWERING FUTURES, PAYING IT FORWARD

CareerUP was launched to support final-year tertiary students with mentorship, career readiness, and financial support, preparing them for confident transition into work.

*Read more on page 31.*



## FIND YOUR Y: INCLUSIVE CHALLENGE YMCA123 X SG60

Participants of all abilities came together for an inclusive workout and a symbolic 123 km collective walk, celebrating SG60, YMCA's 123<sup>rd</sup> anniversary, and the power of inclusion.

*Read more on page 36.*



## ONE SINGAPORE, ONE COMMUNITY

A joyful celebration of Singapore's 60<sup>th</sup> birthday, featuring inclusive performances, a staff march-in, and shared moments of pride and unity.

*Turn to page 41.*



## CELEBRATING OUR PEOPLE, OUR DIVERSITY AT YMCA DINNER AND DANCE 2025

Staff gathered at YMCA @ One Orchard for a vibrant Cultural Fiesta, honouring service milestones, cultural pride, and shared achievements.

*Turn to page 40.*



# A YEAR OF IMPACT

# Building Lives

Strengthening Children, Youth  
and Community since 1902



## INTERNATIONAL HOUSE (YMCA @ ONE ORCHARD)

**59,280**

Guests Welcomed

**77.8%**

Room Occupancy

**15**

Staff with Special Needs  
and Retirees Employees

## MEMBERS' SERVICES

**6,347**

YMCA Members

**186**

Subscriptions for  
YMCA Fitness Programmes

**786**

Students Participated in  
18<sup>th</sup> YMCA Mandarin  
Speaking Awards

**1,045**

Students Participated in  
38<sup>th</sup> YMCA Plain English  
Speaking Awards



## EDUCATION SERVICES

**137**

Children Attended the YMCA Child Development Centres

**3,494**

Students Attended the YMCA Student and Kindergarten Care Centres

**522**

International Students and Teachers Hosted by YMCA Learning Centre

## PROGRAMMES

### COMMUNITY ENGAGEMENT AND PARTNERSHIP

#### Fundraising

**3**  
Fundraising Events  
\$ **1,490,173**  
Funds Raised  
(Including Grant)

**810**  
Corporate Donors  
**25**  
Individual Donors

#### Volunteer Management and Development

**89**  
Corporate Volunteers  
**210**  
Individual Volunteers  
**2,919.5**  
Volunteer Hours

### YOUTH LEADERSHIP DEVELOPMENT

#### International Service Programmes (ISP)

**464**  
Youth Leaders and Volunteers

**22**  
Teams  
**46,000**  
Volunteer Hours

**6,760**  
Overseas Beneficiaries  
**32**  
Overseas Communities

**11**  
Overseas Partners

#### University-YMCA of Singapore (Uni-Y)

**272**  
Youth Leaders and Volunteers  
**2,070**  
Volunteer Hours  
**485**  
Local Beneficiaries

#### Youth For Causes (YFC)

**264**  
Youth Leaders and Volunteers  
**31**  
Social Service Agencies

**5,964**  
Volunteers Mobilised by Youth Leaders and Volunteers

### YOUTH SUPPORT

#### CareerUP

**12**  
Youths  
**8**  
IHL Partners

#### Club LITE (For Special Needs >18 years old)

**127**  
Youths

#### Vocational and Soft Skills Programme (VaSSP)

**78**  
Youths  
**2**  
Industry Partners

# MEMBERS' SERVICES

## MEMBERSHIP



**617**

Life

**4,137**

Youth (Term)

**1,357**

Ordinary (Life)

**119**

Club LITE

**107**

Ordinary (Term)

**5**

Corporate

## FITNESS SUBSCRIPTION



**124**

Gym



**30**

Swimming



**4**

Personal Training



**28**

Fencing

At the YMCA of Singapore, members are encouraged towards wholistic development - body, mind and spirit, while embracing a spirit of service. Volunteering and training opportunities allow them to build skills and make a tangible impact on their communities.

## PESA & MSA



The YMCA Plain English Speaking Awards (PESA) and Mandarin Speaking Awards (MSA) provide national platforms for young people to express themselves, boost confidence, and showcase creativity. Both competitions have received record breaking registration figures in 2025, 786 for MSA and 1,045 for PESA.

In April 2025, YMCA has successfully secured the registration of the 'PESA' trademark, reinforcing brand identity and safeguarding intellectual property.

## MEMBERS' EVENTS



### Y! MAKAN FELLOWSHIP

Members' Services organised three festive runs in celebration of Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival, serving 150 seniors from less-privileged families across NTUC Health Active Ageing Centre (Bukit Merah), Moral Active Ageing Centre @ Redhill, and Chinatown Active Ageing Centre (Banda).

This signature programme was generously sponsored by Mrs. Mary Loh, wife of the late Dr Robert Loh, the longest-serving President of YMCA of Singapore, and supported by members of the International Y's Men's Club of Singapore (Alpha Chapter). YMCA staff and members also volunteered as befrienders, ushers, game marshals, food servers, and emcees, creating mornings filled with joy, laughter, and community spirit while celebrating each festival.



### RED & WHITE PARTY

The annual Red & White Party was held on 9 August at YMCA's rooftop terrace, bringing together 50 participants in celebration of Singapore's 60th birthday. Members, friends and staffs received SG60 NDP packs as goodie bags and YMCA's signature Red & White T-shirts, which they wore for the festivities.

As part of the SG60 celebrations, participants also attended a one-hour Dream Big Singapore workshop, where they created their own dream boards. They were rewarded with a stunning rainbow when the weather cleared in time for the National Day Parade, despite the rain earlier in the day.



## YMCA TOASTMASTERS CLUB

### A YEAR OF EXCELLENCE AND IMPACT

YMCA Toastmasters Club celebrated a year of excellence in 2024-2025, achieving the President's Distinguished Club award, the highest level in Toastmasters International's Distinguished Club Programme. Club President Cherrie Rico was honoured with the Exemplary Toastmasters Award for her inspirational leadership, while members Arun Sharma and Keloth Prem secured first and second runner-up respectively at the Division Speech Contest. These milestones reflect the club's strong commitment to personal development, leadership, and communication, and its continued dedication to empowering members to make an impact through speech and service.

# EDUCATION SERVICES

## YMCA CHILD DEVELOPMENT CENTRE LIMITED

**137**  
Children

**4**  
Child  
Care Centres

## YMCA STUDENT AND KINDERGARTEN CARE CENTRES



**3,494**  
Students

**5**  
Kindergarten  
Care Centres

**19**  
Student  
Care Centres

## YMCA EDUCATION CENTRE & YMCA LEARNING CENTRES



YMCA Education Centre  
was dormant in 2025

**487**  
International  
Students

**35**  
International  
Teachers

## YMCA CHILD DEVELOPMENT CENTRE LIMITED

A holistic education, blending learning with hands-on experiences.

The YMCA Child Development Centre Limited offers a holistic learning experience where children explore, discover, and grow through hands-on activities. Lessons such as gardening and current affairs make learning enjoyable while building practical skills and awareness of the world around them. Children also participate in YMCA community service activities, helping them develop communication skills and nurturing qualities such as empathy and compassion.



On 1 September 2025, YMCA of Singapore transferred operations of its four Child Development Centres – located at Bukit Batok, Woodlands, Zhenghua, and Toa Payoh – to TOUCH Preschools. This strategic partnership ensures the continuation of YMCA's

legacy in values-driven, inclusive early childhood education. The transition followed a 2023 strategic review, during which TOUCH Preschools was selected for its expertise, strong track record, and shared commitment to nurturing children.

## YMCA STUDENT AND KINDERGARTEN CARE CENTRES

A safe, supportive environment for children after school.

The YMCA Student and Kindergarten Care Centres provide a safe and caring environment where children aged five and above can learn, play and grow. Through fun and engaging activities, children discover important values such as responsibility and respect. They also take part in YMCA community service and partner activities, giving them opportunities to practise communication, build empathy, and learn how to care for others in meaningful ways.



13 JUNE 2025

### 9TH Y SPORTS STACKING COMPETITION 2025

In celebration of SG60, YMCA Education Services introduced a new “Grandparent-Grandchild” team event in the Y Sports Stacking Competition on 13 June 2025. This special category highlighted the value of intergenerational bonding, family support, and the shared joy of participating in a fun and engaging activity together.

1 - 31 AUGUST 2025

### THROWBACK TO THE PAST GALLERY

To mark our nation’s SG60 milestone, YMCA Education Services curated a captivating “Throwback to the Past” gallery from 1 to 31 August 2025. This nostalgic showcase transported us through time, offering a vivid glimpse into Singapore’s rich heritage and remarkable transformation from humble beginnings to the dynamic city-state we are today. The display was more than just a walk down memory lane; it was also a reminder of how far we have come and the collective spirit that continues to drive us forward.



12 SEPTEMBER 2025

### YMCA STUDENT CARE CENTRE 9TH STORYTELLING

Launched in 2013, the competition successfully ran for six years until the COVID-19 pandemic paused it in 2020. In 2021, it resumed in an online format, and in 2025, it returned in full glory at YMCA headquarters. 16 lower and upper primary school finalists from 19 Student Care Centres competed for the top prizes in this much-anticipated annual event, showcasing talent, skill, and healthy competition.



## YMCA LEARNING CENTRE

The YMCA Learning Centre arranges study tours for both local and international students. These tours focus on cultural immersion, fostering friendships, and promote the exchange of intercultural knowledge.



# INTERNATIONAL HOUSE (YMCA @ ONE ORCHARD)



**59,280**

Guests



**77.8%**

Room  
Occupancy



**15**

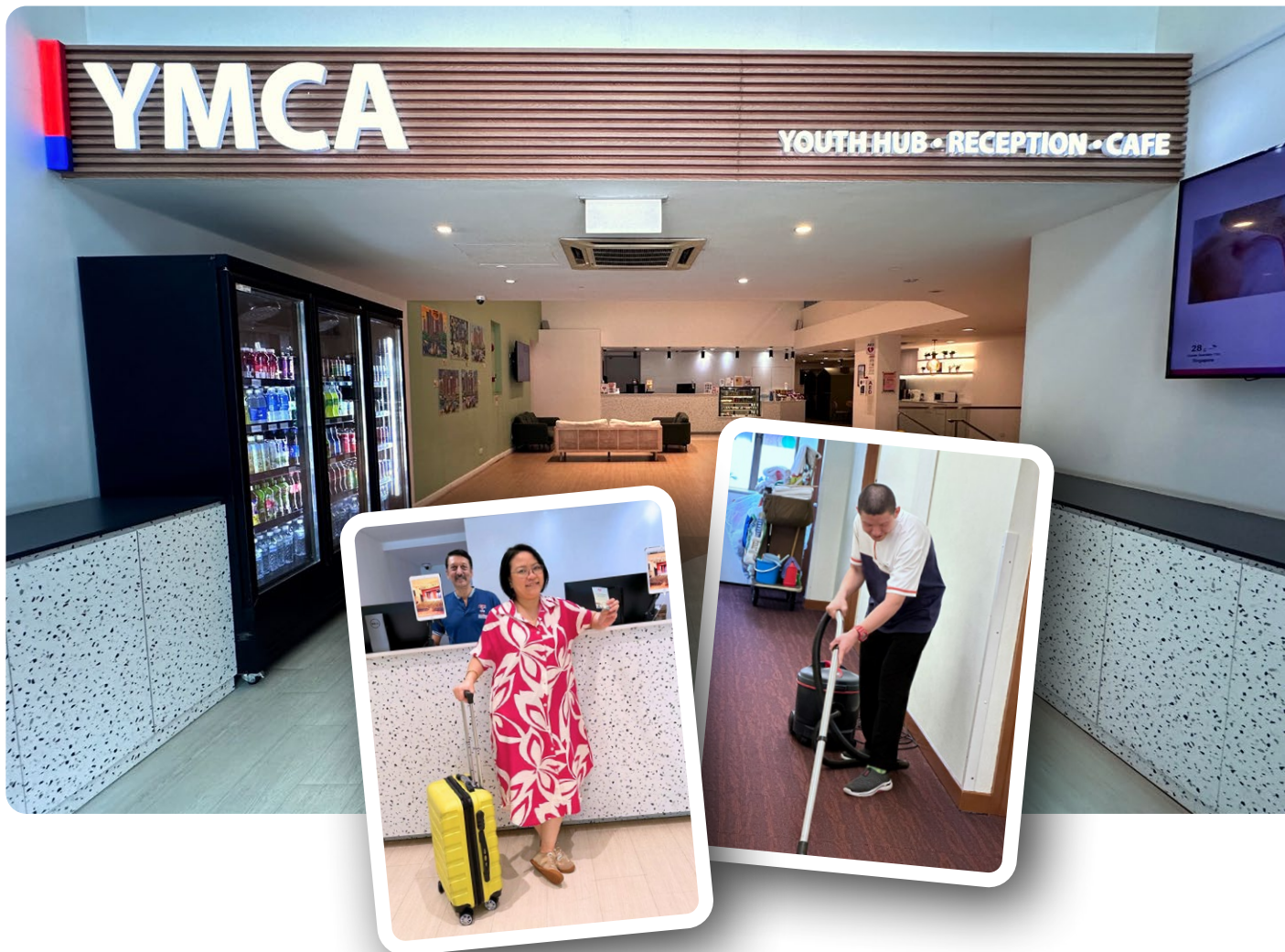
Staff with Special Needs  
and Retirees Employed



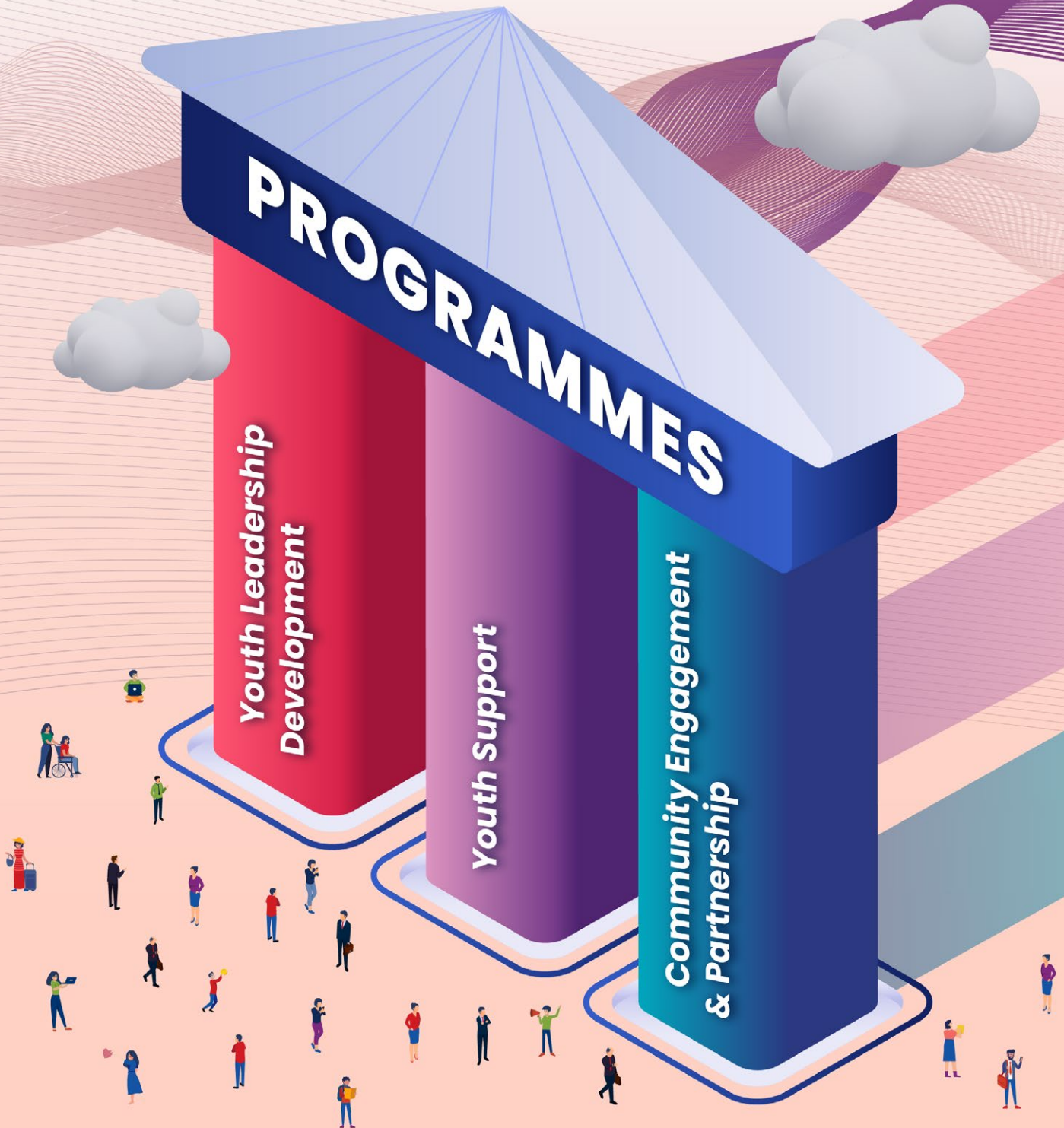
A social enterprise accommodation offering travellers a comfortable and welcoming home.

The YMCA International House (YMCA @ One Orchard), with its 110 rooms in the heart of the city, offers travellers a welcoming and comfortable home away from home. It also supports international students and local residents during home renovations, fostering a sense of community for all guests. More than just accommodation, International House actively

empowers individuals with special needs by providing meaningful work opportunities and hands-on training through the YMCA Train & Place Series. By combining hospitality with social impact, it helps participants build independence, confidence, and practical skills while contributing to a caring, inclusive community.



# PROGRAMMES



## YOUTH LEADERSHIP DEVELOPMENT



**International Service Programmes (ISP)**



**University–YMCA of Singapore (Uni-Y)**



**Youth for Causes (YFC)**

## YOUTH SUPPORT



**CareerUP**



**Club LITE**



**VaSSP**

## COMMUNITY ENGAGEMENT & PARTNERSHIP



**Donors**



**Volunteers**



**Partnerships**

# YOUTH LEADERSHIP DEVELOPMENT

## INTERNATIONAL SERVICE PROGRAMMES (ISP)



**464**

Youth Leaders and Volunteers

**22**

Teams

**46,000**

Volunteer Hours

**6,760**

Overseas Beneficiaries

**32**

Overseas Communities

**11**

Overseas Partners

## UNIVERSITY-YMCA SINGAPORE (UNI-Y)



**272**

Youth Leaders and Volunteers

**2,070**

Volunteer Hours

**485**

Local Beneficiaries

**53**

Alumni

**606**

Engagements through Social Media Campaign, [#shareyoursmile](#)

## YOUTH FOR CAUSES (YFC)



**264**

Youth Leaders and Volunteers

**31**

Social Service Agencies

**5,964**

Volunteers Mobilised by Youth Leaders and Volunteers

**\$ 262,053**

Funds Raised by Youth Leaders and Volunteers

## INTERNATIONAL SERVICE PROGRAMMES (ISP)

Nurture emerging leaders and cultivate a community of skilled, compassionate changemakers dedicated to creating a positive impact in their communities.

**Through flagship initiatives such as International Service Programmes, University-YMCA of Singapore, and Youth For Causes, YMCA’s Youth Leadership Development nurtures a new generation of compassionate, confident, and socially conscious leaders. These platforms go beyond skills training. They are spaces where young people discover their purpose, test their ideas, and step into real-world leadership. By working alongside communities, peers, and partners, participants build practical competencies, strengthen resilience, and grow in confidence, while learning to lead with empathy, collaborate across differences, and drive meaningful, lasting change in the communities they serve.**

### TRI UNI-Y ISP TRIP TO LAOS

From 10 to 19 July, a group of 20 Uni-Y students from YMCA Singapore, Chinese YMCA of Hong Kong, and Taichung YMCA embarked on a 10-day service trip to Laos, hosted by YMCA Laos. The team served at XangHai School in Luang Prabang, teaching environmental conservation, building a garden farm, painting the school, and refurbishing classroom ceilings. The trip concluded with a cultural day, where volunteers organised a carnival for the students and shared traditional



dishes from Singapore, Hong Kong, and Taiwan with the local community. The experience not only strengthened ties with the local students but also fostered meaningful connections among the volunteers from the three YMCAs.

## UNIVERSITY-YMCA OF SINGAPORE (UNI-Y)

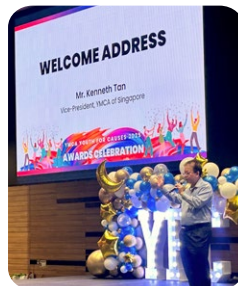
### ALUMNI HOMECOMING

The Alumni Homecoming on 16 May brought together past and present Uni-Y members to celebrate 19 years of shared memories and lasting friendships. 53 attendees, including alumni and current ExCo members, enjoyed a welcome speech by Mr Vincent Ha, the first Uni-Y SMU President and current YMCA Board Member, an alumni sharing on “Desire to Serve,” and a video highlighting Uni-Y’s milestones.



The current 2025 ExCo also shared their initiatives, and the event concluded with a call for alumni to stay connected and engaged in the YMCA community, reinforcing the longstanding legacy of Uni-Y.

## YOUTH FOR CAUSES (YFC)



# YOUTH SUPPORT

## CareerUP



12

Youths

37

Mentorship Sessions

8

Institute of Higher Learning (IHL) Partners

## CLUB LITE

For Special Needs > 18yrs



127

Youths

713

Programme Sessions

31

Events/Collaborations

## VOCATIONAL AND SOFT SKILLS PROGRAMME (VaSSP)



78

Youths

2

Industry Partners

54

Youths Completed Programme

66%

Youths Successfully Employed/In Education

## CareerUP

An innovative career development programme.

**CareerUP provides financial support through a pay-it-forward model, equipping students with skills and confidence through training and mentorship to help them transition from school to work. It also builds a supportive community that accompanies each young person, so they feel seen, supported, and not alone as they take their next steps.**



### OFFICIAL LAUNCH OF CareerUP

On 16 September 2025, YMCA of Singapore launched CareerUP, the nation's first integrated career development programme combining mentorship, training, financial assistance and a values-driven pay-it-forward model. Designed for final-year tertiary students, CareerUP supports a confident transition from education to employment while cultivating a culture of giving back.

CareerUP delivers structured support through four integrated pillars. LevelUP equips students with career readiness, self-awareness and workplace confidence through practical workshops. MatchUP provides personalised one-to-one

mentorship, pairing students with industry professionals. TopUP offers up to \$5,000 in financial support to help participants overcome cost barriers related to tuition, living expenses or professional development. BuildUP anchors the programme's values, encouraging participants to commit to a pay-it-forward pledge to sustain future cohorts. Supported by the UBS Optimus Foundation, with programme partner Asia Institute of Mentoring and training services by CareerSocius, CareerUP represents a first-of-its-kind national initiative that integrates career preparation, financial support and community impact into a sustainable ecosystem.

### JOSHUA CHANG | Y4 NUS Psychology Student

CareerUP exposed me to various networking and career boosting opportunities which eventually led me to land an internship from the connections I made from there! Definitely recommend all from CareerUP to actively participate in the sessions, the speakers are always happy

to share from their wealth of knowledge. The PIF model gives me an avenue to give back to CareerUP in a meaningful way. It also builds a community where we can constantly provide value and support to the next generation of members, which is a message I wholeheartedly support.

## CLUB LITE

Champions, challenges, and trains youth with special needs through arts, sports, and employment training programmes.

**YMCA Youth Support (Special Needs) initiatives are designed to build confidence, strengthen resilience, and empower individuals to live independently and reach their full potential.**

**We also provide meaningful volunteering opportunities, enabling volunteers to develop a stronger connection with individuals with special needs. While young people participate in our programmes, their caregivers benefit from valuable respite time, allowing them to rest, recharge or focus on other responsibilities.**



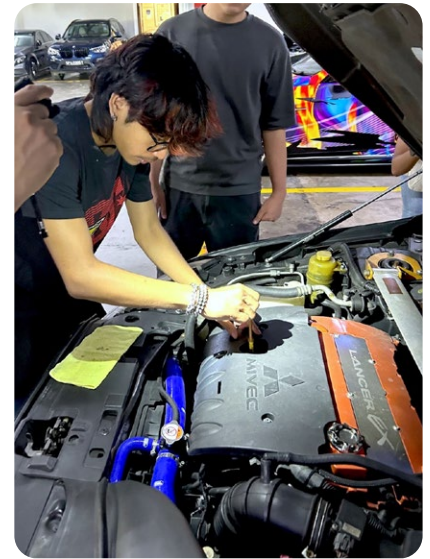
## VOCATIONAL AND SOFT SKILLS PROGRAMME (VaSSP)

Empower out-of-school and at-risk youth through initiatives that enhance their skills, employability, and character development.

**The YMCA Youth Support (At-risk) programme empowers out-of-school and at-risk youth through initiatives that develop their skills, employability, and character. A key component is the YMCA Vocational and Soft Skills Programme (VaSSP), which equips participants with practical vocational skills and nurtures essential soft skills such as communication, conflict resolution, and job readiness. Throughout the programme, a dedicated team of social workers provides emotional and social support, helping youth reintegrate into further education or transition successfully into the workforce.**

In addition to the 78 youths supported through VaSSP, last year, we had empowered 12 youths through our youth centre at Woodlands and 5 youths through our Y-Search programme. At the youth centre,

youths will be offered career guidance support through the Y-Search programme, a structured programme aimed to equip young individuals with skills to navigate their career journey.



# COMMUNITY ENGAGEMENT & PARTNERSHIPS

## FUNDRAISING



3

Fundraising Events



YMCA 25<sup>TH</sup>  
Charity Golf



Find Your Y:  
Inclusive Challenge  
YMCA123 X SG60



Find Your Y:  
Giving Gala  
2025

\$ 1,490,173

Total Funds Raised (Including Grant)

810

Corporate Donors

25

Individual Donors

## VOLUNTEER MANAGEMENT AND DEVELOPMENT



89

Corporate Volunteers

210

Individual Volunteers

2,919.5

Volunteer Hours

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.



## YMCA 25<sup>th</sup> CHARITY GOLF

The YMCA 25<sup>th</sup> Charity Golf 2025 marked a significant milestone as the tournament celebrated its 25<sup>th</sup> edition on 17 April 2025 at the Singapore Island Country Club. Featuring a shotgun tee-off at 12.45pm, the event brought together 100 golfers, corporate leaders, and philanthropists for a purpose-driven afternoon on one of Asia’s premier golf courses.

Participants competed for attractive Hole-in-One prizes, including a Mercedes-Benz EQA, a trip to The Open, and a \$100,000

cash prize. Heeton Group emerged as the YMCA–Lim Kim San Tea Champion, while the evening programme concluded on a celebratory note with a lucky draw featuring hotel stays, golf prizes, dining vouchers, and two Economy Class air tickets from Gulf Air.

To date, the event has raised \$325,000 (includes matched funds). The tournament also received media coverage through a post-event feature in Golf Asia SG, further amplifying its reach and impact.

## FIND YOUR Y: INCLUSIVE CHALLENGE YMCA123 X SG60

More than 60 participants, including youth with special needs, wheelchair users, caregivers, corporate sponsors, and members of the public, gathered on 16 October 2025 for the launch of Find Your Y: Inclusive Challenge YMCA123 x SG60. The event featured an adaptable HIIT workout and a symbolic walk celebrating inclusion, community, the YMCA of Singapore's 123<sup>rd</sup> anniversary, and Singapore's 60<sup>th</sup> year of independence. Participants completed a 16 km route across heritage landmarks, tracing SG60 through GPS mapping in collaboration with Strava artist Mr Toh Cheng Hock. Flagged off at imPAct @ Hong Lim Green by Guest-of-Honour Mayor Denise Phua, the walk concluded at YMCA @ One Orchard. Collectively, participants surpassed 123 km. As of 21 October 2025, the challenge had raised \$57,811.60 (includes estimated matched grants), for the YMCA Community Services Fund.

### YMCA IS GRATEFUL TO THE SUPPORTING PARTNERS

#### Footwear Sponsor

Brooks Singapore

#### Hydration Sponsor

Cocobella

#### Official Smart-Tech Wearable

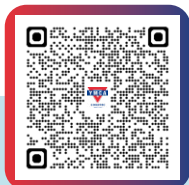
ACTXA Pte Ltd

#### Programme Partner

imPAct @Hong Lim Green

#### Corporate Donors

Citi Singapore  
Rajah & Tann



Read our  
press release  
by ACTXA

[tinyurl.com/ymca123xsg60](https://tinyurl.com/ymca123xsg60)

## FIND YOUR Y: GIVING GALA 2025

The YMCA of Singapore hosted its annual Find Your Y: Giving Gala on 26 November 2025 at InterContinental Singapore. It raised \$312,057 (includes estimated matched funds) for the YMCA Community Services Fund to support programmes that empower youth with special needs and young people through training, inclusion, and community engagement.

Guest of Honour Mr Lim Boon Heng joined more than 189 guests for an evening themed 'Find Your Y – Champion Youth, Celebrate Abilities', which showcased youth taking lead roles as performers and emcees. A highlight of the Gala was the silent auction featuring meaningful creations by youth and artists. We successfully auctioned 5 art pieces, including 'One Garden Series', a collaborative work by Sound of Art artist Glacy and YMCA youth with special needs, 'Faith, Hope and Love' by Vince, and a miniature YMCA building crafted by renowned Singapore miniature artist Mr Wilfred Cheah.

We marked the first sponsorship collaboration with Digital Dreams, whose generous support brought the immersive game wall experience to life. Designed around YMCA's 3E values – Encourage, Empower, Excel. Guests were treated to the interactive installation and had the opportunity to understand the impact of our youth programmes.



# PURPOSEFUL COLLABORATION

A cross-organisational initiative that connects all divisions within the YMCA of Singapore to strengthen community impact through creative, values-aligned partnership.

**Together with Takashimaya, we moved beyond traditional sponsorships through co-creation, skills sharing, and innovative storytelling, amplifying YMCA's work and enabling meaningful, lasting social impact.**

## CELEBRATING CREATIVITY AND INCLUSION WITH TAKASHIMAYA

In 2025, YMCA partnered with Takashimaya Singapore to empower youths with special needs through a festive Christmas collaboration that celebrated creativity and inclusion. YMCA youths hand-painted bear characters using the Nagomi Art technique, with their artworks featured on Takashimaya's Christmas wrapping paper,

bags, and blankets. Proceeds from the sale of the Christmas paper bags raised \$9,243.38 for the YMCA Community Service Fund, supporting programmes for youths with special needs and youths-at-risk. The collaboration also brought the artworks to life through festive installations, spreading messages of hope, care, and community inclusion.



## DECK THE HALLS WITH YMCA STUDENT CAROLLERS!

On 5 and 12 December, students from our YMCA Student Care Centre (SCC) shared the joy of Christmas through a series of carolling performances held across Takashimaya's public spaces.

More than a celebration of the season, the collaboration provided our students with a platform to build confidence, express their talents, and contribute to a cause greater



than themselves. Through their voices, the students helped raise awareness and support for the YMCA Lend A Hand (YLAH) Fund, which provides critical assistance to children and families in need.

# WITH GRATITUDE

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!

## CORPORATES AND ORGANISATIONS

### \$100,000 and above

Citi Foundation  
Macquarie Foundation  
UBS AG  
UBS Optimus Foundation

### \$10,000 and above

Citibank Singapore  
TwentyTwo Holdings Pte Ltd  
Principals Academy Inc Pte Ltd

### \$5000 and above

Afton Chemical Asia Pte Ltd  
AP Oil International Limited  
Arrowcrest Technologies Pte Ltd  
Heeton Holdings Limited  
Huttons Asia Pte Ltd  
Knight Frank Pte Ltd  
Maybank Singapore Limited  
Mitsubishi Electric Asia Pte Ltd  
PropNex International Pte Ltd

Renergy Engineering LLP  
Takashimaya Singapore Ltd

### \$1,000 and above

Indosat Singapore Pte Ltd  
Urban Haircare Pte Ltd  
Jumbo Group Of Restaurants Pte Ltd  
The Purple Parade Ltd

## INDIVIDUAL

### \$10,000 and above

Chew Gek Khim  
Eric Teng Heng Chew  
Lim Boon Heng  
Teo Zi-Ming  
Tony Soh Cheow Yeow  
Wee Wei Ling

Tan Guan Hiang  
Tay Junshi Leslie  
Teo Eng Cheong  
Teo Han Leong  
Toh Giap Eng Vince  
Wu Mei Ling  
Yeo Keng Joon  
Yu Ta-Wen

Evelyn Fong  
Hang Ing Hua Mary  
Jehanne Koong  
Karen Lee  
Khoo Boon Hui  
Leon Ng Koh Wee  
Leslie Wong Kin Wah  
Shi Bei Heng  
Tan Hwei Yee  
Tan Koon  
Ting See Ho  
Tino Chan Geck Kow  
Vincent Yap Pao Teng  
Wilfred Wee Zhi Zhong

### \$5000 and above

Chan Bee Hong  
Chew Kwee San  
Ching Chiat Kwong  
Joshua Lee  
Koh Tee Hian David  
Neo Boon Chye  
Nicholas Lim

### \$1000 and above

Beng Kian Siew  
Caleb Ang Si Kai  
Chan Lui Ming Ivan  
Chan Wai Kheong  
Chen I-Chou  
Desmond Loh Tse Yang

## IN-KIND SPONSORS

ACTXA Pte Ltd  
Air Canada  
Brooks Singapore  
Car Times  
Cocobella  
Digital Dream  
Golf Traveler  
Gulf Air  
Hotel Jen Gateway Singapore  
imPact@Honglim Green  
Luzerne Singapore  
Mr Wifred Cheah  
Noon Eyewear  
Pan Pacific Hotel Singapore  
Shangri-La Singapore  
STARBALM Singapore

## LOUKEN

We thank Louken Group for their generous professional support in hosting a presentation slides workshop and revamping YMCA of Singapore's corporate presentation

deck. Their contribution has strengthened our organisational communications and enhanced the way we share our mission and impact with stakeholders.

# MOMENTS THAT SHAPE US

2025 has been an exceptional year for the YMCA family, shaped by the dedication and spirit of our people.



## 1. YMCA Dinner & Dance

A key year-end highlight was the YMCA Dinner & Dance, held for the first time at YMCA @ One Orchard on 5 December 2025.

Themed Cultural Fiesta and held in the milestone year of Singapore's 60<sup>th</sup> anniversary (SG60), the celebration underscored the nation's rich multicultural heritage. Staff

embraced the spirit of the event by wearing traditional attire from cultures different from their own, participating in interactive games, and taking part in a spirited "Best Dressed" segment. The celebration highlighted creativity, diversity, and connection, reflecting YMCA's commitment to an inclusive and engaging workplace.

## 2. Learning & Development

Supporting our people remains central to YMCA's values. We prioritise both emotional well-being and professional growth, offering initiatives that are meaningful and accessible. In 2025, our people managers participated in a professional development programme, equipping them with management and relational coaching skills to strengthen leadership and embed our 3E (Encourage, Empower, Excel) culture. Our Programme Division aligned with Social Service Sector standards through participation in Theory of Change Training, Logic Model Workshops, and Financial Management Workshops (photo 3c). In addition, our Education professionals maintained certifications in First Aid, Food Safety, Environmental Control Coordination, and Youth and Student Care requirements.

Since 2023, we have partnered with Singapore Anglican Community Services (SACS) to provide an Employee Assistance Programme+ (EAP+), offering confidential counselling to all employees.

Since 2024, our staff have participated in a mental health e-learning programme developed by Agency for Integrated Care (AIC), strengthening their capabilities to understand and support individuals with mental health conditions through its continuation in 2025.

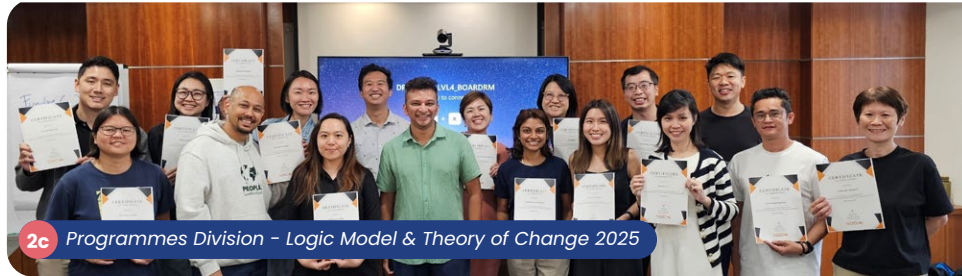
Wellness initiatives were also extended to our digital platforms through Look Up Sweeten On, a four-episode series that explored mental health through pastry-making, reinforcing our commitment to a supportive workplace where individuals feel empowered and able to thrive.



2a 2025 Orientation



2b Relational Leadership for People Managers 2025



2c Programmes Division - Logic Model & Theory of Change 2025



3



4

## 3. SG60

The YMCA community came together in celebration on multiple occasions. To mark Singapore's 60<sup>th</sup> birthday, our YMCA family held a meaningful and spirited observance ceremony, where each employee received a commemorative SG60 YMCA T-shirt, symbolising unity and pride in our nation. The ceremony featured a march-in led by youth with special needs, followed by flag raising, and "Recollections" which reflected on Singapore's history, alongside performances by Club LITE dancers and students from our Child Development Centres. Musical tributes, the ceremonial SG60 cake cutting, and corporate prayers marked a moment of shared gratitude and togetherness. Members of

YMCA also enjoyed a Red & White Party at the Rooftop Terrace with buffet dinner, interactive games, a live screening of the National Day Parade, and a spectacular fireworks display, fostering unity, pride, and a shared sense of celebration.

## 4. Interns

In 2025, YMCA also welcomed 14 interns across various departments, providing hands-on experience, mentorship, and opportunities to contribute to real projects. The programme nurtured their personal and professional growth while bringing fresh ideas and energy to the organisation, reinforcing the YMCA's commitment to developing the next generation of capable, value-driven leaders.

# COMMUNITY WELL-BEING AND SUSTAINABLE PLANET

Deeply committed to contributing to well-being of community and sustainability of planet.

## EMPOWERING COMMUNITIES THROUGH SERVICE

The YMCA of Singapore is deeply committed to giving back to society, fostering a culture of service, responsibility, and giving back to the community. For over a decade, **Youth for Causes (YFC)** has been a cornerstone initiative, empowering young people to champion social causes and

lead community projects with meaningful impact. Through YFC, youths gain skills, mentorship, and platforms to raise awareness, mobilise resources, and drive positive change, cultivating social responsibility and collective action.

Building on this spirit of service, **YMCA Members Services** actively engage members in contributing to causes that strengthen social cohesion and inclusion. In 2025, YMCA hosted Y-Makan sessions in celebration of major festivals such as Chinese New Year, the Dumpling Festival, and the Mid-Autumn Festival. These gatherings brought the silver generation to YMCA for shared meals and activities, fostering connection, joy, and a sense of belonging. Members are also encouraged to volunteer, participate in community outreach, and engage in purpose-driven initiatives that support vulnerable groups and promote collective well-being.

Through these initiatives, YMCA of Singapore continues to integrate sustainability, service, and social responsibility into the fabric of our work. By empowering youth, engaging members, and embedding eco-conscious practices across our operations and programmes, we strive to create a community that is inclusive, resilient, and mindful of the environment and future generations.



## YMCA'S COMMITMENT TO SUSTAINABILITY

The YMCA of Singapore is committed to sustainability, guided by the global YMCA Vision 2030 to build healthier, inclusive, and environmentally responsible communities. Sustainability is integrated across our operations, programmes, and services, ensuring our impact benefits both present and future generations. In line with this commitment, our Annual Report has been fully digital since 2021, reducing our environmental footprint while enhancing transparency and accessibility in how we share our progress and purpose.

Our social enterprise, **International House**, has adopted environmental, social, and governance (ESG) practices as part of YMCA's broader sustainability commitment. IH has eliminated single-use water bottles in guest rooms and installed water dispensers to encourage the use of reusable tumblers. Housekeeping practices have been adjusted to reduce carbon emissions, with room-cleaning based on requests for short stays. Additionally, all detergents and floor cleansers have been replaced with environmentally friendly alternatives. These initiatives minimise environmental impact while embedding sustainability into the guest experience through conscious and responsible hospitality.

**YMCA Education Services**, a social enterprise of the YMCA, incorporates sustainability into its kindergarten and student care programmes by embedding eco-conscious values in daily learning. Through age-appropriate routines, hands-on activities, and values-based projects, children develop environmental awareness,



responsible habits, and a sense of stewardship from an early age.

Beyond encouraging students to adopt the 3Rs such as reduce, reuse, and recycle, YMCA Student Care Centres (SCCs) offer enrichment programmes that translate learning into action. Initiatives such as Farm to Fork and Togetherhood empower students to contribute meaningfully to environmental care.

Through *Farm to Fork*, students learn about responsible food production and reducing food waste by taking only what they can finish during meals. They also grow bean sprouts to share with classmates, reinforcing lessons on food sources and shared responsibility.

In *Togetherhood*, students participate in neighbourhood and school clean-ups and recycling activities. These experiences help students recognise the impact of individual and collective actions, fostering a lasting commitment to sustainability and community well-being.

Similarly, the *From Farm to Table* sessions organised by **YMCA Members' Services** engaged members, including Club LITE participants, caregivers, and staff to participate in hands-on rooftop gardening activities. Through planting, harvesting, and sharing vegetables and herbs, participants experienced sustainability in action. The initiative encouraged voluntary contributions, while allowing participants to take home some of the fresh produce they had grown, fostering mindful consumption, healthy eating habits, and a deeper connection to the environment and community.

Sustainability is also brought to life through staff and member engagement. In 2025, the **YMCA Earth Day x Starbucks** collaboration gave staff coffee grounds to enrich their gardens, serving as a natural fertiliser that improves soil health and adds nutrients like nitrogen, which is a practical example of embedding eco-friendly practices into everyday life.

# GOVERNANCE

The 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 2025 / 2026.

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 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.

### Succession Planning and Nominations

To ensure effective succession planning, the Nominations Committee is responsible for recommending suitable candidates to the YMCA Board of Directors to serve on the Board, as well as to chair Governance and Oversight Committees. Guided by the principle of selecting the most suitable candidate for each vacancy, the Committee gathers information on the personal and professional qualifications of each nominee and assesses these against the needs of the Board and its Committees. The Committee’s work aligns with the YMCA Constitution, which provides clear directives on elections, and appointments. The Committee upholds transparency in its decision-making while maintaining necessary privacy and propriety by periodically reporting its recommendations to the Board and ensuring discretion in its discussions.

### 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.

### 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

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 2025, 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 designates a percentage of our annual surpluses from our social enterprises for large scale asset renewal as 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 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).

### 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.

Each fundraising is supported by volunteers and 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.

# GOVERNANCE EVALUATION

## 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
<b>PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES</b>					
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. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
<b>PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT</b>					
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 designated 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

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
<b>PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT</b>					
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 oversees the finances, the Chairman will take on the role. b. 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. c. 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.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
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. 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.	2.9.a 2.9.b 2.9.c	Yes		2
14	For Treasurer (or equivalent position) only: a. 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. b. 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.	2.9.d	Yes		2
<b>PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY</b>					
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		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
<b>PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY</b>					
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. 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.	3.2	Yes		2
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
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
<b>PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE</b>					
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).	4.1.a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1.b	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	Yes		2
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

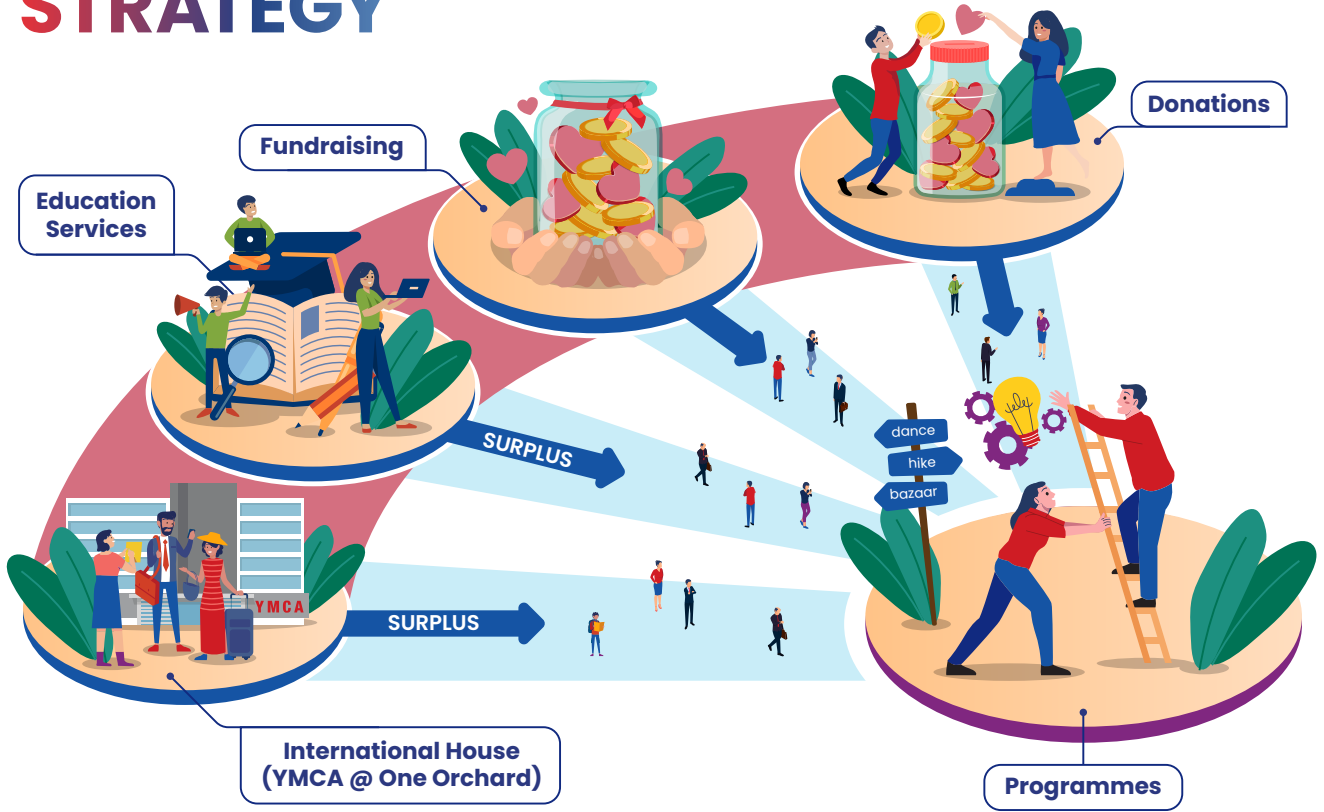
S/N	Code Description	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain	Score
<b>PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE</b>					
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
<b>PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT</b>					
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
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: a. Number of Board meetings in the year; and a. Each Board member's attendance.	5.3	Yes		2
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. 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.	5.6.a	Yes		2
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. 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.	5.6.b	Yes		2
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
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

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
<b>PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE</b>					
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		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
<b>TOTAL SCORE</b>					<b>76</b>
<b>PERCENTAGE</b> (= (Total Score ÷ Full Marks of 76) × 100%)					<b>100%</b>

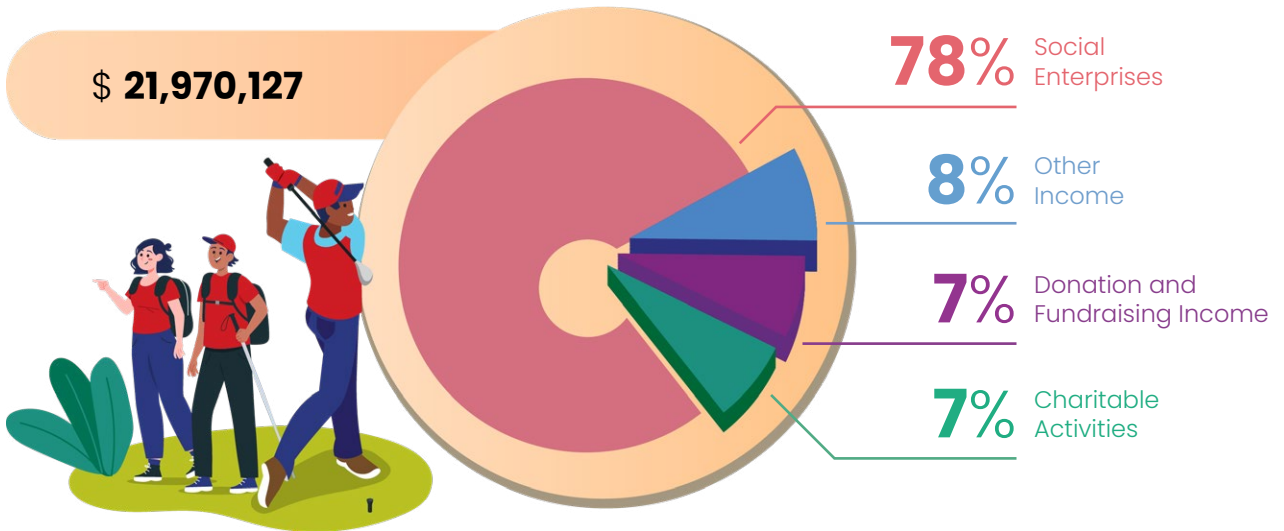
## BOARD MEETING ATTENDANCE RECORD

Name	Attendance	Name	Attendance
Mr Tony Soh   <i>President</i>	6/7	Mr Steven Chia	4/7
Mr Kenneth Tan   <i>Vice President</i>	6/7	Mr Albert Ching	7/7
Mr Zed Teo Zi-Ming   <i>Vice President</i>	7/7	Ms Marlene Koh	4/7
Mr Vincent Ha   <i>Hon Secretary</i>	7/7	Mr Joshua Lee	7/7
Mr Ho Chee Hon   <i>Hon Treasurer</i> (Stepped down in Nov 2025)	3/3	Mr Leon Ng	7/7
Mr Stephen Loh   <i>Hon Treasurer</i> (Appointed Oct 2025)	4/4	Mr Pek Hak Bin	4/7
		Mr Mark Syn	3/7
		Mr Bryan Tan	6/7
		Ms Cynthia Tan	5/7
		Ms Tan Sze Wee	4/7
		Mr Eric Teng	5/7
		Mr Gideon Yap (Appointed Sept 2025)	1/4

# FINANCIAL STRATEGY



## SOURCES OF INCOME FOR 2025



# FINANCIAL INFORMATION

FOR YEAR ENDED  
31 DECEMBER 2025



[www.ymca.org.sg](http://www.ymca.org.sg)

The full audited financial statements can be viewed  
at the YMCA of Singapore's corporate website

## Financial Year Ended 31 December

## STATEMENT OF FINANCIAL POSITION

	2025	2024
<b>ASSETS</b>		
Non-Current Assets	<b>3,264,851</b>	3,746,941
Current Assets	<b>34,787,499</b>	36,207,819
<b>Total Assets</b>	<b>38,052,350</b>	39,954,760
<b>LIABILITIES</b>		
<b>Total Liabilities</b>	<b>( 3,433,184 )</b>	( 5,269,326 )
<b>TOTAL FUNDS<sup>1</sup></b>	<b>34,619,166</b>	34,685,434

## STATEMENT OF COMPREHENSIVE INCOME

## CONTINUING OPERATIONS

<b>Revenue</b>		
Education	<b>11,815,500</b>	12,689,386
International House	<b>5,331,430</b>	5,792,507
Membership	<b>375,167</b>	393,590
Corporate Services	<b>542,396</b>	705,606
Investment Income	<b>724,838</b>	983,549
Amortisation of Building Asset Capitalisation Reserve	<b>114,732</b>	114,732
Gain on Disposal of Property, Plant and Equipment	<b>186</b>	-
Donations & Fund Raising Events	<b>1,490,173</b>	1,033,684
Community Services	<b>857,918</b>	449,133
Volunteer & Youth Development Programmes	<b>210,421</b>	120,325
International Service Programmes	<b>507,366</b>	630,399
<b>Total Revenue</b>	<b>21,970,127</b>	22,912,910
<b>Costs</b>		
Education	<b>12,665,923</b>	13,093,329
International House	<b>4,632,685</b>	4,742,830
Membership	<b>495,196</b>	529,429
Corporate Services	<b>170,042</b>	258,837
Investment Expenses/Loss	<b>-</b>	-
Non-Operating Expenses	<b>85,923</b>	81,871
Donations & Fund Raising Events	<b>359,403</b>	252,278
Community Services	<b>1,583,121</b>	1,767,844
Volunteer & Youth Development Programmes	<b>1,017,977</b>	849,887
International Service Programmes	<b>561,828</b>	762,884
<b>Total Costs</b>	<b>21,572,098</b>	22,339,187
<b>Total Surplus from Continuing Operations</b>	<b>398,029</b>	573,723
<b>DISCONTINUED OPERATIONS</b>		
<b>Deficit from Discontinued Operation</b>	<b>( 349,565 )</b>	( 486,151 )
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>48,464</b>	87,572

## STATEMENT OF CASHFLOW

Net Cash Effect of Operating Activities	<b>( 1,779,314 )</b>	( 198,879 )
Net Cash Effect of Investing Activities	<b>2,158,800</b>	( 5,279,201 )
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>379,486</b>	( 5,478,080 )
<b>CASH AND CASH EQUIVALENTS AS AT 1 JANUARY<sup>2</sup></b>	<b>4,136,376</b>	9,614,456
<b>CASH AND CASH EQUIVALENTS AS AT 31 DECEMBER<sup>2</sup></b>	<b>4,515,862</b>	4,136,376

- Notes:** 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.

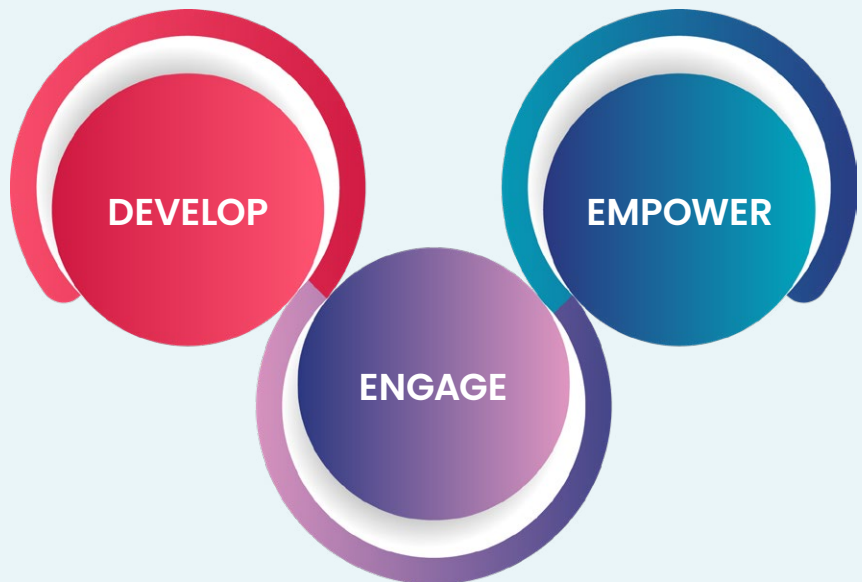
# THE YEAR AHEAD

Transforming Lives,  
Strengthening  
Communities &  
Renewing  
1 Orchard Road.

## 3-YEAR FORWARD STRATEGY PLAN (2024–2027)

The 3-Year Forward YMCA Strategy Plan guides the YMCA of Singapore in strengthening services, engagements and operations to ensure impact and long-term sustainability.

### FOCUS AREAS



1. Translate strategy into action through **strategy implementation workshops**. development, volunteer management and development pathways.
2. Divest operations of four Child Development Centres so as to consolidate resources to scale Education Services in a targeted manner.
3. Strengthen foundational systems across all divisions, with a focus on theory of change and outcome measurements for programmes, training roadmaps for employee
4. Advance digital and operational transformation efforts, including business requirements gathering across divisions.
5. Forward steps on redevelopment plans – Transforming 1 Orchard Road, to build a safe, inclusive and inspiring space in furtherance of YMCA's mission.



## FUNDRAISING AND EXPENDITURE PLAN

Amid the uncertain economic landscape in 2026, YMCA of Singapore remains committed to strengthening our relationships with existing volunteers and donors by creating more meaningful engagement opportunities. These initiatives will include curated activities such as learning journeys at the YMCA, designed to deepen understanding of our mission and impact.

We set the tone for the year with the annual YMCA-Lim Kim San Volunteers Awards Night held in March 2026, where we reflected on the collective impact of our efforts and celebrate the meaningful differences made together in 2025.

Throughout the year, we will continue to provide donors with accessible and meaningful avenues for giving, catering to individuals and organisations at all levels. These include signature fundraising initiatives such as the YMCA 26<sup>th</sup> Charity Golf, to smaller community engagement activities including charity movie screenings.

We are also working towards hosting the Inaugural YMCA Charity Concert, harnessing the unifying power of music to inspire hope and bring the community together in support of meaningful causes.

Building on recommendations from NCSS and EMPACT in 2025, YMCA will also focus on strengthening the volunteer journey across different life stages. This includes nurturing pathways for individuals who begin volunteering during their school or university years to remain connected as alumni and continue contributing as they transition into their professional careers. Through strengthened communication and expanded opportunities for engagement, we aim to cultivate a sustained culture of giving back.

Together, these efforts support an engaging and sustained volunteer and donor ecosystem, one that strengthens community ownership, enhances donor engagement, and ensures the long-term sustainability of YMCA's mission.

## DIGITAL STRATEGY

YMCA of Singapore has embarked on a multi-year digital transformation to strengthen organisational capabilities and improve service to our community. The initiative focuses on modernising key systems across Education, Human Resources, Programmes (including donor, volunteer and event management), Membership, and Finance. By upgrading these platforms, we aim to streamline operations, reduce manual processes, and enable better data integration across departments.

Funding has been secured for the first phase, which includes revamping the Education and

Human Resources systems. The Education system, expected to be completed by 2026, will enhance service delivery to parents through mobile applications, QR payment capabilities, near-instant e-GIRO approvals, and improved data management. The Human Resources system, targeted for completion in 2027, will strengthen talent management and streamline internal workflows.

Future phases will focus on Programmes, Membership, and Finance systems, enabling more integrated management of donor engagement, volunteer participation, events, and financial processes, while supporting stronger organisational impact.

### KEY EVENTS IN 2026

1. YMCA – Lim Kim San Volunteers Awards Night
2. YMCA 26<sup>th</sup> Charity Golf
3. YMCA Charity Movie Screening
4. YMCA Inclusive Challenge
5. Inaugural YMCA Charity Concert
6. TIOR Fundraising



**SINGAPORE**  
SINCE 1902

**YMCA** **STRONG**

-  @YMCA.Singapore
-  @ymca.singapore
-  @ymca.singapore
-  @ymcaofsingapore
-  @YMCAofSingapore

**YMCA OF SINGAPORE**  
**新加坡基督教青年会**

1 Orchard Road Singapore 238824  
Tel: 65-6336 6000 | Fax: 65-6336 8003  
[www.ymca.org.sg](http://www.ymca.org.sg)