

	COMPLAINTS MANAGEMENT	
SOP NO: CG-001-CHP-V01	COMPLAINTS HANDLING POLICY	
POLICY OWNER	Corporate Governance and Compliance	
EFFECTIVE DATE	1 September 2026	REV: 01
APPROVED BY	Senior Management Team	31.8.2026

Version	Date	Change Summary
1.0	31.8.2026	Initiate the policy.

YMCA of Singapore

COMPLAINTS HANDLING POLICY

Applies to	Staff, Volunteers, Members and the Public (International House (Hotel), Education Centres, Youth Programmes, GSO, Corporate Services.
Owner	GS/Corporate Governance & Compliance
Approved by / date	1 September 2026
Version / next review	1.0 — every 2 years, or sooner if required
Companion document	See the separate YMCA Complaints Handling Procedures document for step-by-step process, timeframes, forms and contacts

1. Purpose and Policy Statement

YMCA (“the Charity”) is committed to the highest standards of governance, transparency and accountability across its Board, management, staff and operations, which include programmes, services and social enterprises.

This Policy sets out the Charity’s commitment to a formal system for receiving and investigating complaints from stakeholders and the public, taking corrective and preventive action where complaints are substantiated, and responding appropriately to complainants. Publishing this Policy supports transparency, accountability and public trust. Step-by-step handling instructions are set out in the attached Complaints Handling Procedures document.

2. Scope

Who may complain

Stakeholders (Staff, volunteers, members, donors, contractors, partners) and the public (hotel guests, students, parents/guardians, children and young people, and any other member of the community).

What is covered

The conduct, decisions or performance of the Board, management or staff, and the quality, safety or delivery of services at YMCA @ One Orchard (International House), Education & Care Centres, and Youth Programmes, and any other governance or operational matter.

What is excluded (handled under other policies)

- Safeguarding / child protection concerns involving actual or suspected harm - escalate immediately. this always takes precedence.
- Staff grievances about their own employment.
- Public-interest disclosures of fraud or serious wrongdoing. (Refer to YMCA’s Whistle-Blowing Policy)
- Criminal matters - report directly to police in addition to notifying the Charity.

3. Key Definitions

- Complaint: an expression of dissatisfaction about any act, omission, decision, standard or conduct within scope.
- Corrective action: remedies the specific issue.
- Preventive action: addresses the root cause to reduce recurrence.

4. Guiding Principles

- Accessibility - easy to find and use, including for children, young people and those with additional needs.
- Fairness and impartiality - no one investigates a complaint in which they have a conflict of interest.
- Proportionality and timeliness - effort matches seriousness; clear published timeframes apply.
- Confidentiality - information shared on a need-to-know basis, consistent with data protection law.
- No retaliation - complainants, witnesses and those raising concerns in good faith are protected.
- Learning - substantiated complaints are analysed for root causes and trends.

5. Roles and Responsibilities

Role	Responsibility
GS/CEO	Approves and oversees this Policy; receives periodic complaints reports.
GS/CEO	Overall accountability for the system; ensures resourcing; approves outcomes of serious complaints.
Compliance Officer	Central point of contact; logs and tracks complaints; monitors timeframes; reports to the CEO and where appropriate, to the Board; provides trend analysis and recommend improvements.
Heads of Divisions/HOD's/Supervisors	First point of contact for informal resolution; escalate and implement corrective action in their area.
HOD's/Supervisors	Immediately assesses any complaint for child/vulnerable-person protection concern.
All staff and volunteers	Treat complaints seriously and courteously; escalate what they cannot resolve; never retaliate.

6. Confidentiality, Data Protection and Non-Retaliation

Personal data is processed in line with the Charity's Data Protection & Privacy Policy and shared only as needed to investigate, resolve, or meet legal or safeguarding obligations. No complainant, witness or person raising a concern in good faith will suffer retaliation; any retaliation is treated as serious misconduct.

7. Monitoring and Review

The Management reviews this Policy at least every two years, or sooner following legal/regulatory change, a significant incident, or findings from periodic complaints reporting. The Compliance Officer proposes amendments arising from operational experience.