Celebrating 115 years

Touching Lives, Lifting Spirits, Nurturing Community Champions

ANNUAL REPORT 2017
MISSION STATEMENT

YMCA of Singapore is a volunteer-based Christian organisation that seeks to serve and impact all members of the community regardless of race, language or religion, through programmes, services and enterprises to develop the body, mind and spirit.

CORE VALUES

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

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

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

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

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

EXCELLENCE
To strive for best practices

YMCA of Singapore (UEN: S61SS0045E) is registered with the Registry of Societies since 12 April 1961. The Association is a registered charity under the Charities Act since 26 November 1985 and recognised as an Institution of a Public Character by the Commissioner of Charities.

YMCA of Singapore is a member of the following organisations:

• People’s Association
• National Council of Churches of Singapore
• National Council of Social Service
• National Youth Council
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President’s Message

Dear Members and Friends,

2017 marked the 115th anniversary of the YMCA of Singapore. We give thanks to God for His amazing grace and for the many opportunities to serve in a stable and safe Singapore, helping people to develop in body, mind and spirit. Our Programmes remain at the core of our mission even as we continue to find ways to optimise and grow our social enterprises.

21 VWO partners put aside their valuable time to join us at a special luncheon on 6 November 2017, where our former Patron-in-Chief, Dr Tony Tan Keng Yam, very kindly graced the occasion as Guest-of-Honour. YMCA is grateful to our VWO partners for their deep friendship and for extending their hands to serve the disadvantaged and distressed together through our programmes. The 13 structured programmes organised by YMCA continue to see active participation from many volunteers. And the dedication and passion with which these community champions give of their time and service is a constant source of motivation to my YMCA colleagues and me. Indeed, this special combination of volunteers and platforms that match the community’s needs is as worthy a mission today as it was at any point in time in our history.

On 9 November 2017 we held a thanksgiving service at the beautiful premises in Wesley Methodist Church and we thank our Chaplain Reverend Stanley Chua for his uplifting encouragement and reminders to continue in faithful service to the community. At the thanksgiving dinner that followed, many friends from the local community were joined by friends of our extended YMCA family from overseas and we were honoured to have Ms Joan Pereira, Member of Parliament for Tanjong Pagar GRC join us as Guest-of-Honour.

We are honoured and very happy that President Halimah Yacob has accepted our invitation to be our Patron-in-Chief. My fellow volunteers and staff of the YMCA will continue to constantly review and check that our programmes remain purpose-driven and is of positive impact to the community as we move forward.

We are grateful for our social enterprises and endeavor to operate in a manner that is aligned with our core values.

As part of our continuous effort to make a good return from the gift handed to us through the many years, our International Hostel building will undergo refurbishments and will initiate new guest services moving forward, to enhance the guest experience and give our guests a memorable stay.

On the education social enterprise front, we have started our first two kindergarten care centres and a new community-based student care in January 2018. And the customer base served by our student care centres continues to grow steadily. Meanwhile, Management is also embarking on initiatives to reposition the services of the YMCA School to meet changing needs of students, but in a way that remains aligned with our core values and mission.

We will also be embarking on a new partnership with the University of the West of Scotland to offer a holistic education experience through undergraduate and postgraduate programmes. We will continue to deepen and nurture our long-standing partnership with University of Strathclyde through the MBA programme.

2018 will be another year filled with events and programmes. We are once again grateful for our donors, sponsors and partners whose support give us encouragement and optimism as we move ahead into another year. We continue to look forward to the special privilege to serve the community in Singapore, including all the volunteers and emerging community champions who seek to nurture a cohesive and strong Singapore.

In His Service,
Leslie Wong
President

Touching Lives, Lifting Spirits, Nurturing Community Champions
2017 Year in Review

Community Programmes

- **$3.7m** spent to benefit beneficiaries
- **23,369** beneficiaries locally and internationally
- **6,024** hours in counselling/intervention & engagement for youth-at-risk
- **130,269** hours of voluntary service
- **8,024** volunteers
- **19** corporations engaged to serve the community
- **16,192** young community champions engaged under Youth For Causes and Speaking Awards Programmes
- **$739,858** raised for charities youths are passionate about
- **1,749** university volunteers mobilised
- **20,693** hours of voluntary service by university volunteers
- **554** youths reached through YMCA Project Bridge
- **8,453** hours of volunteer training conducted

Youth Leadership & Development Programmes

- **130,269** hours of voluntary service
- **554** youths reached through YMCA Project Bridge
- **8,024** volunteers
- **16,192** young community champions engaged under Youth For Causes and Speaking Awards Programmes
- **$739,858** raised for charities youths are passionate about
- **1,749** university volunteers mobilised
- **20,693** hours of voluntary service by university volunteers
- **19** corporations engaged to serve the community
- **8,453** hours of volunteer training conducted
## Care Programmes

- **217** children attended YMCA’s Child Development Centres
- **2,128** students nurtured through YMCA’s Student Care Centres
- **21** Student Care Centres
- **3** Child Development Centres

## Learning Programmes

- **49** students enrolled in tuition and enrichment classes
- **872** students participated in the study tour
- **139** students enrolled in YMCA School
- **162** students enrolled in YMCA Higher Education’s MBA programme

## Membership Programmes

- **5,310** YMCA members
- **1,273** participants in outdoor and adventure programmes
- **1,381** subscriptions in fitness and dance

## Hospitality Programmes

- **69,709** guests stayed at YMCA International House
- **87%** occupancy rate
PATRON IN CHIEF
Her Excellency
Mdm Halimah Yacob
President of the Republic of Singapore

OFFICE BEARERS
Mr Leslie Wong Kin Wah
President
Mr Ooi Boon Hoe
Vice President
Mr Albert Ching Liang Heng
Vice President
Mr Bryan Tan Suan Tiu
Honorary Secretary
Mr Tan Eng Beng
Honorary Treasurer

EXECUTIVE COMMITTEE
Mr Leslie Wong Kin Wah
President
Mr Ooi Boon Hoe
Vice President
Mr Albert Ching Liang Heng
Vice President
Mr Bryan Tan Suan Tiu
Honorary Secretary
Mr Tan Eng Beng
Honorary Treasurer
Ms Koh Shaw Luan
Member

BOARD TRUSTEES
Mr Lee Liat Cheng
Mr Cecil V R Wong
Mr David Wong Cheong Fook
Mr Tey Puan Siong

HONORARY LIFE MEMBERS
Mr Shaw Vee Meng
Mr Harold Shaw
Dr Robert Loh Choo Kiat
(deceased Jan 2017)
Mr Cecil V R Wong
Dr Tony Tan Keng Yam

HONORARY CHAPLAINS
Rev Stanley Chua
Pastor-in-Charge,
Wesley Methodist Church
Rev Dr Peter Poon
Interim Moderator,
Orchard Road Presbyterian Church

HONORARY LEGAL COUNSEL
Mr Peter Sim Swee Yam
Mr Laurence John Wee

BANKERS
Citibank
DBS

AUDITOR
Kreston David Yeung PAC

Board of Directors

Mr Leslie Wong Kin Wah
President

Mr Ooi Boon Hoe
Vice President

Mr Albert Ching Liang Heng
Vice President

Mr Samuel Chan Wei Mun

Mr Steven Chia Oon Seet

Mr Ho Chee Hon

Mr Thomas Pramotedham

Mrs Magdalene Sik Swee Hiang

Mr Tam Chee Chong

Mr Teo Zi-Ming

Mr Vincent Ha Kwang Yuen
(co-opted)

Mr Kenneth Tan Chih-Sien
(co-opted)
YMCA Advisory Council

Mr Bryan Tan Suan Tiu
Honorary Secretary

Mr Tan Eng Beng
Honorary Treasurer

Mr S Dhanabalan
Chairman

Mr Andrew Ang, PBM

Ms Koh Shaw Luan

Ms Loo Tze Lui

Mr Khoo Boon Hui, PPA, PBS, PJG

Mr Jonathan Larsen

Ms Cynthia Tan Guan Hiang

Mr Teo Eng Cheong

Mr Lee Liat Cheng, BBM

Mr Tan Gee Paw, PPA, PJG

Mr Gerald Tay Jingyan
(co-opted)

Mr Adrian Tay Juncheng
(co-opted)

Mrs Mildred Tan, BBM

Mr Tay Puan Siong, JP, PBM

Touching Lives, Lifting Spirits, Nurturing Community Champions
Management Team

SENIOR MANAGEMENT

Mr Lo Chee Wen
General Secretary

Ms Lynette Yeo
Assistant General Secretary,
Social Enterprises

Mr Joseph Chow
General Manager,
International House

Ms Yap Lai Ping
General Manager,
Human Resources & Administration

Ms Karen Wee
General Manager,
Programmes

Mr Tan Heng Khuan
General Manager,
Finance

SOCIAL ENTERPRISES

Mrs Helen Tan
Superintendent, YMCA School &
Principal, YMCA Learning Centre

Mr William Tan
Principal,
YMCA School

Mr Joe Heng
Head,
Higher Education & Business Development

Ms Guo Weimin
Head,
Student Care | Kindergarten Care

Ms Mabel Chia
Cluster Principal,
Child Development Centres

Ms Elsie Kwow
Senior Manager,
Marketing & Events

PROGRAMMES

Mr Andrew Leo
Assistant General Manager,
Programmes

Mr Victor Poh
Senior Manager,
Domestic Programmes

Mr Shanon Lim
Assistant Manager,
Project Bridge

Ms Sharon Chan
Assistant Manager,
Youth Development Programmes

CORPORATE SERVICES

Mr Kok Toong Keong
Senior Manager,
Finance

Ms Claris Oon
Senior Manager,
Human Resources & Administration

Mr Leong Peng Mun
Manager,
Information Technology

Ms Mabel Wong
Manager,
Corporate Communications
Committees

GOVERNANCE COMMITTEES

AUDIT COMMITTEE
Mr Teo Eng Cheong (Chairman)
Mr David Wong
Mr Tan Eng Beng (Ex-Officio)

NOMINATIONS COMMITTEE
Ms Cynthia Tan (Chairman)
Mr Teo Eng Cheong (Co-Chair)
Mr Samuel Chan
Mr Tay Puan Shiong
Mr Eric Teng
Mr Lo Chee Wen (Secretariat)

STAFF COMMITTEE
Ms Koh Shaw Luan (Chairman)
Mr Albert Ching
Mr Stephen Loh
Mrs Magdalene Sik
Mr Lakshmi Narayanan
Ms Karen Chou
Ms Yap Lai Ping (Secretariat)

ADMINISTRATIVE COMMITTEES

IT COMMITTEE
Mr Thomas Pramotedham (Chairman)
Mr Jason Chin
Mr William Hioe
Mr Victor Yeo
Dr Thomas Pramotedham (Observer)
Mr Ivan Lim (Observer)
Ms Karen Wee (Secretariat)

INVESTMENT COMMITTEE
Mr Samuel Chan (Chairman)
Dr Thomas Choong
Ms Loo Tze Lui
Mr Quek Kwang Yong
Ms Eunice Tan
Dr Chong Kian Tai
Ms Ronda Ng Doswell
Ms Melissa Khoo
Ms Low Suk Ling
Mr Victor Poh (Secretariat)

PROGRAMMES COMMITTEE
Mr Bryan Tan (Chairman)
Ms Cynthia Tan
Mr Samuel Chan
Mr Wayne Tan
Ms Abigail Chan
Ms Susan Low
Mr Thomas Pramotedham (Observer)
Mr Ivan Lim (Observer)
Ms Karen Wee (Secretariat)

YMCA EDUCATION CENTRE

ACADEMIC & EXAMINATION BOARD
Mr Andrew Chew (Chairman)
Mrs Helen Tan (Secretary)
Dr Christina Ratnam
Mrs Irene Tay - Koh Chye Choo
Dr Yap Meen Sheng
Mr William Tan
Mr Joe Heng
Mr Amos
(Only Examination Board)
Ms Lynette Yeo (Secretariat)

YMCA FACES COMMITTEE
Mr Steven Chia (Chairman)
Ms Loo Tze Lui
Ms Tan Sze Wee
Mr Quek Kwang Yong
Ms Eunice Tan
Dr Chong Kian Tai
Ms Ronda Ng Doswell
Ms Melissa Khoo
Ms Low Suk Ling
Mr Victor Poh (Secretariat)

YMCA-NUS BUSINESS SCHOOL VOLUNTEER SERVICE MANAGEMENT PROGRAMME COMMITTEE
Mr Albert Ching (Chairman)
Mr Peter Tay
Prof Albert Teo (NUS Biz Sch)
Mr Edward Lee
Dr Anne Marie Guitierrez
Ms Grace Looi
Mr Chua Hung Meng
(NUS Biz Sch)
Mr Steven Yeo (NUS Biz Sch)
Ms Karen Wee (Secretariat)

ADVISORY & RESOURCE COMMITTEES

EDUCATION COMMITTEE
Mr Kenneth Tan (Chairman)
Mrs Magdalene Sik
Mrs Chan Bee Kun
Mrs Susan Chan
Mr Andrew Chew
Ms Carolyn Lints
Mrs Irene Tay - Koh Chye Choo
Ms Lynette Yeo (Secretariat)

EVENTS COMMITTEES

11TH YMCA MANDARIN SPEAKING AWARDS COMMITTEE
Mr Kenneth Tan (Chairman)
Mr Toh Teck Wang
Ms Lim Geok Leng
Mr Ma Poh How
Ms Jennifer Yin
Ms Lim Geok Leng
Ms Wong Lee Jeng
Mrs Lim Ler Chew
Ms Jean Chai (Secretariat)

31ST YMCA PLAIN ENGLISH SPEAKING AWARDS COMMITTEE
Mr Bryan Tan (Chairman)
Mr Simon Charles Reynolds
Ms Bozena Rupnik
Ms Jennifer Yin
Ms Lim Geok Leng
Mr John Tan
Ms Yeo Si Hwee
Mrs Vimala Alexander
Ms Trudy Loh
Ms Loo Tze Lui
Ms Jean Chai (Secretariat)

18TH YMCA CHARITY GOLF 2017 COMMITTEE
Mr Ee Kuo Ren (Chairman)
Ms Jean Chan
Mr Peter Tay
Mr Gerald Tay
Ms Annie Lin
Dr Thomas Choong
Mr Evan Sim (Secretariat)

CITI-YMCA YOUTH FOR CAUSES 2017 COMMITTEE
Mr Ho Chee Hon (Chairman)
Mr Adam Rahman
Ms Jacquelyn Tan
Mr Thomas Pramotedham
Mr Leslie Wong
Mr Benjamin Tan
Mr Owen Hawkes
Ms Ong Ee Ing
Mr Andrew Leo (Secretariat)

CITI-YMCA YOUTH FOR CAUSES 2017 SELECTION & AWARDS COMMITTEE
Mr Thomas Pramotedham (Chairman)
Ms Caroline Loke
Ms Ng Hau Yee
Dr Ting See Ho
Mr Andrew Leo (Secretariat)

YMCA INTERNATIONAL HOUSE COMMITTEE
Mr Ooi Boon Hoe (Chairman)
Mr Lee Liat Cheng
Mr Peter Sim
Mr Choo Peng Sum
Mr Derrick Kuek
Mr Tan Eng Beng
Mr Kenneth Kominski
Mr Joseph Chow (Secretariat)

YMCA GIVING GALA 2017 COMMITTEE
Ms Cynthia Tan (Chairman)
Mr Peter Tay
Mr Eric Teng
Mr Ooi Boon Hoe
Mr Stephen Loh
Mr Ivan Koh
Ms Gracelyn Ho
Mr Gerald Tay
Ms Karen Wee (Secretariat)
UNIVERSITY-YMCA

UNI-Y NANYANG TECHNOLOGICAL UNIVERSITY EXECUTIVE COMMITTEE
Ms Ong Lay Peng Annabelle (President)
Mr Jovin Leong Ren Han (Vice-President)
Ms Lim Yu Jing (Vice-President)
Ms Joycelyn Teo Li Ting (Vice-President)
Mr Justin Peh Zhao Dong
Mr Dillon Chia Jia Ming
Ms Seak Jing Rong
Mr Goh Bao Sheng
Ms Loy Si Yin
Ms Shea Ang Ying Fei
Mr Joel Mak Tze Hoi
Ms Aggie Lai Ching Mun
Mr Leslie Lai Boon Hao

UNI-Y SINGAPORE MANAGEMENT UNIVERSITY EXECUTIVE COMMITTEE
Ms Lynette Chang Yu Bin (President)
Mr Cher Wee Siang, Calvin (Vice-President)
Mr See Jing Han Xavier (Vice-President)
Mr Jason Leung Jia Jian (Vice-President)
Ms Tam Jie Qi
Ms Hsu En Yang Alexia
Ms Elizabeth Ching Shu Min
Ms Michelle Lim Si Jia
Ms Tan Peng Peng
Ms Lye Yao Sui
Ms Li Yuan
Ms Cheryl Lum Pui Yee
Ms Koh Zhi Ying Cheryl
Ms Tay Ning Sing Esther
Mr Sherwin Tesalonika Thie
Ms Goh Hui Ting

Y COMMUNITY SERVICE CLUB SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN EXECUTIVE COMMITTEE
Ms Lim Shi Ying Candice (President)
Ms Abbott Rebekah Mei’en (Vice-President)
Ms Athalye Surabhi Sachin
Mr Joshua Seam
Ms Low Si Hong

INTERNATIONAL Y’S MEN’S CLUB OF SINGAPORE (ALPHA CHAPTER)
Mr Ivan Koh (President)
Mr Daniel Ng (Vice-President)
Ms Patricia Lim (Hon. Secretary)
Mr David Lua (Hon. Treasurer)
Rev Dr P J John (Christian Emphasis)
Ms Susan Low (Community Service)
Mr Lee Liat Cheng (Fellowship)
Mr Edward Ong (Leadership Training & Development)
Mr James Tan (Membership)
Ms Chan Soon Sim (Programme)
Mr Peter Tay (Projects)
Ms John Yap (Publicity/Media)
Mr Freddie Lee (Sports & Recreation)
Mr Jason Lee (Youth)
Ms Doris Moh (World Outlook)

SINGAPORE MANDARIN (YMCA) TOASTMASTERS CLUB
Mr Low Hong Liang (President)
Mr Ian Lim (Vice-President)
Ms Chen Jin (Vice-President)
Mr Lawrence Lee (Vice-President)
Ms Suzanne Loh (Secretary)
Ms Zhang Ling (Treasurer)
Mr Nicholas Wan (Sergeant-at-Arms)

YMCA CLUBS

YMCA ENGLISH TOASTMASTERS CLUB
Ms Suzanne Loh (President)
Mr Frank Shamila Perera (Vice-President, Education)
Ms Chloe Chan (Vice-President, Membership)
Ms Anna Goh (Vice-President, Public Relations)
Ms Dara Au (Treasurer)
Ms Chee Lian Di (Assistant Treasurer)
Ms Abinaya N (Secretary)
Ms Roshni Kapur (Assistant Secretary)
Mr Noel Aljecera (Sergeant-at-Arms)
Mr Arun Sharma (Immediate Past President)
Mr Ernest Chen (Club Adviser)
Mr Chiew Ban Seng (Club Adviser)

YMCA FOLK DANCE GROUP
Mr Michael Kitara Tay (Chairman from Jan till May 2017)
Ms Carrie Chen (Chairman from May 2017 till present)
Ms Donica Aw (Hon. Secretary)
Ms Quek Swee Choo (Asst. Hon. Secretary)
Ms Charlotte Tok (Hon. Treasurer)
Ms Juliana Tay (Asst. Hon. Treasurer)
Ms Grace Lee
Ms Amy Lee
Ms Ros Cheong

As stipulated in the YMCA Constitution, President and General Secretary of YMCA of Singapore are ex-officios in all YMCA Committees. The above committees are appointed for the period of 2017/2018.
Community Programmes

Nurturing volunteers to serve beneficiaries from local and international communities
YMCA-TAN CHIN TUAN COMMUNITY SERVICE PROGRAMMES

Putting love into action, the YMCA-Tan Chin Tuan Community Service Programmes seek to fulfil a dual purpose of reaching out to a wide range of beneficiaries and inspiring volunteers to take on the mantle of leadership in serving the community.
“Communicating with people with special needs or disabilities helps me to learn about how much patience, love and care I can give to another person.”

Pearlyn Chua
Volunteer Leader, YMCA-Tan Chin Tuan
Community Service Programmes

“I like it here so much, this is my second house. I like to have art class. I’ve been here for nine years.”

Yong Qiao Qi
Member, YMCA Special Talents, Arts and Recreation Society

At a glance

- 9,307 beneficiaries
- 6,676 volunteers
- 39,630 hours of voluntary service
- 13 structured programmes
- 372 activities
YMCA INTERNATIONAL SERVICE PROGRAMMES

Through the YMCA International Service Programmes, YMCA of Singapore aims to provide a service to less-privileged communities by organising community development projects focused on improving healthcare, education, infrastructural improvement, sustainability, conservation and capacity building. By participating in these projects and gaining new perspectives, volunteers are empowered to step up and make a positive change to society, be it at home or overseas.
“In life, love and care are important. That’s why you should serve your neighbours and community as much as you can.”

Kay Thew Win
Secretary, Youth Department, Myanmar YMCA

“During a trip to Cambodia, I sprained my ankle. The principal of the school that we were serving noticed that I was limping and she personally bandaged my ankle. I felt embarrassed, especially when she changed the bandages for me every single day. The first thought that came into my mind was ‘Why did she do that?’ She explained that we love others by serving, and as the principal, she has to lead by example. Through this, I learned a very valuable lesson on humility and serving others and it has motivated me to do likewise.”

Abigail Chan
Volunteer Leader, YMCA International Service Programmes

At a glance

- 14,062 beneficiaries
- 1,136 volunteers
- 88,946 hours of voluntary service
- 55 trips
- 7 volunteer training and sharing sessions
- 10 countries
YMCA FACES

The YMCA Financial Assistance and Capability for Employment Scheme (FACES) extends short-term emergency financial aid to needy families and provides meaningful work training opportunities for individuals with special needs. YMCA works closely with various Family Service Centres which would help to identify and refer families in need of urgent financial assistance. These families include those who require immediate financial assistance or who do not qualify for existing financial assistance schemes.
“I’m thankful to be supported by YMCA. With this assistance, it lightens our financial burden and my family is able to meet our basic needs more adequately. Especially my children, they are able to focus better on their studies.”

Ter Bee Ha
Client, Cheng San Family Service Centre

“The funding has given our clients from prison a head start towards their reintegration after the release from prison and before getting their first pay. It also helps to alleviate the financial burden of the inmates’ families as many of them are usually the main breadwinners before incarceration.”

Lim Siew Tin
Registered Social Worker, CarePrison

“Touching Lives, Lifting Spirits, Nurturing Community Champions”

At a glance

$18,962 disbursed
YMCA Project Bridge reaches out to out-of-school youths and youths-at-risk with the mission help them return to school or integrate them back into society through meaningful programmes and activities. The current programmes under YMCA Project Bridge include the Youth Centre activities, Enhanced Step-Up programme and the Vocational and Soft Skills Programme.

To enrich their lives and help them improve on their social skills, youths at YMCA Project Bridge are given opportunities to serve in YMCA community service programmes, attend adventure and sports camps and participate in enrichment programmes.
“The youths are just like a blank canvas, you can feel the fire in them. All we got to do is to give them the opportunity, right mentorship and coaching, and they will be able to shine.”

Monica Tan
Principal, Kimage Hairdressing School

“On many occasions, I wanted to give up. But with the support and encouragement of my friends and the chefs, I am glad I persevered and completed the course.”

Wan Nurfaizlina Bte Mohamad Faiza
Graduate, YMCA Vocational and Soft Skills Programme

At a glance

554 youths reached

6,024 hours in counselling/intervention & engagement for youth-at-risk

212 volunteers

1,693 hours of voluntary service
Empowering current and future youth to be servant leaders and community champions
Youth Leadership & Development Programmes
The YMCA Speaking Awards are national level speaking competitions designed to develop critical thinking and speaking skills among our youths. Experiential learning trips are incorporated to encourage our youths’ involvement in civic and social activities. By supporting their growth in engagement and communication with each other, the competition aims to groom active citizens and future leaders of Singapore.
“It was the discomfort that motivated me to participate in this competition, because I believe true growth occurs when we overcome discomfort and personal barriers.”

Muhammad Shazuan Bin Shiraj Abdullah
1st Runner-Up,
31st YMCA Plain English Speaking Awards 2017

“At a glance

31st YMCA Plain English Speaking Awards 2017
30 June – 29 September

494 participants from
133 participating schools

11th YMCA Mandarin Speaking Awards 2017
21 March – 26 May

277 participants from
78 participating schools

“While we want nothing but the best for our children, we must constantly remind ourselves that we do not own them. We are simply agents or tools to help them grow and thrive. We can do this by providing them with opportunities such as the Speaking Awards to learn and grow.”

Jasmine Koenig
Mother of Ryan Koenig, Champion,
11th YMCA Mandarin Speaking Awards 2017
Funded by Citi Foundation, Citi-YMCA Youth For Causes (YFC) is a catalyst to promote social entrepreneurship and community leadership development among Singapore youths. The YFC programme empowers participants to be the masters of their own project, working closely with VWOs in Singapore, and gaining first-hand experience in organising events to champion a social cause. Students get to learn lessons outside of the classrooms to spark their entrepreneurial spirit, and be developed into socially responsible community leaders.
“At a food donation drive, there was an old lady who was eager to donate food and brought so many cans. She even slept at the doorstep just so she could be the first one to pass us the food. I found that really inspiring as it taught me that even with what little we have, we can still learn to give freely.”

Jocelyn Yeo
Alumnus, Citi-YMCA Youth For Causes

“At a teacher, we help to improve the students’ ideas and make it more realistic and achievable. The challenge is to create a safe space for them, and yet wanting them to step out of their boundaries. My role is to maintain that balance and help them achieve success so that they can emerge as courageous and confident leaders.”

Chney Chen
Teacher, Nan Chiau High School

At a glance

- 111 proposal submissions
- 39 schools represented
- 100 selected teams
- 15,021 young community champions mobilised
- 1,036,961** public outreach
- $739,858 raised
- 49 VWOs supported

**Figures are extracted from the participants’ final reports
In an effort to promote youth development, University-YMCA (Uni-Y) service clubs have been established in Singapore to mobilise, empower and involve young people to be actively engaged in serving the community. With a passionate, committed pioneering leadership team, Uni-Y has since grown from glory to glory, strength to strength, building servant leaders who make an impact in both the local and international communities.
“Family is not blind acceptance; it is loving someone enough to genuinely care for the person’s growth. I’m thankful that Uni-Y SMU has showed me love when I fell and held me up when I’m not strong enough. They have taught me to love in a way I never knew I could.”

Lynette Chang
President, Uni-Y SMU, Executive Committee 2017

“Through our sharing, we express our vulnerabilities and connect with one another by lending a listening ear. This support helps to build an inclusive family culture where we learn to understand and embrace the differences between us.”

Sherwin Thie
Leadership Development Director,
Uni-Y SMU, Executive Committee 2017

At a glance

- **20,693** hours of voluntary service
- **1,749** volunteers in attendance
- **236** new volunteers
- **68** sessions of local community service
- **10** sessions of international service trips
- **4** student chapters
YMCA - LIM KIM SAN

VOLUNTEERS PROGRAMME

Volunteers are the bedrock of all community initiatives. YMCA of Singapore promotes volunteerism and develops volunteer capability through the YMCA-Lim Kim San Volunteers Programme, which aims to build a well-trained and sustainable community of volunteers to deliver community service programmes with excellence and recognise volunteers who sacrifice time and effort to serve the less-privileged and facilitates corporations in giving back to the community.
“Because every participant works in different organisations and sectors, our perspective towards issues also vary. This allows us to engage in meaningful and enlightening conversations, which is something that I enjoy every session.”

Julia Ng
Volunteer Coordinator,
Movement for the Intellectually Disabled of Singapore
Graduate, YMCA-NUS Business School Volunteer Service Management Programme

“The highlight for us is when the beneficiaries remember and trust us enough to share their memories, problems or feelings. We are very encouraged by the many friendships built with them over the years.”

Grace Lin
Manager, Corporate Communications,
NTUC FairPrice Co-operative Limited
Corporate Volunteer,
YMCA Community Service Programmes

At a glance

8,453
hours of volunteers training conducted

19
corporations engaged to serve the community
Care Programmes

Nurturing the young through character development to become community champions
YMCA Child Development Centres (CDC) provide a programme which is child-centred and which integrates all areas of learning into an experiential journey. Learning extends beyond the classrooms as children are exposed to events organised by the YMCA for the public. These experiences enhance their social skills and self-confidence, and develop them to become community champions.
“After 10 months in the class, the girls have changed from being shy to confident individuals. I am proud of their enthusiasm for all things and their positive attitudes.”

Christine Lim
Mother of Lim Zhi Tong and Lim Zhi Yun,
Students at YMCA CDC @ Zhenghua

“I like to play with my friends and laugh with my teachers.”

Raphael Goh
Student, YMCA CDC @ Zhenghua

At a glance

217 children attended YMCA’s Child Development Centres
YMCA STUDENT CARE CENTRES

YMCA Student Care Centres (SCC) aim to provide each child with the educational and emotional guidance and support that they need, through a warm and nurturing learning environment. Character building is a key focus at the SCCs where children learn from one another and appreciate the unique qualities of individuals. By seizing teachable moments, we enhance their understanding of love and respect for all whom they come in contact with and encourage the practice of being honest and responsible.
“I have always believed in teamwork and not individualism. Nothing beats teamwork with my colleagues. We keep each other going.”

Valdez Friendly Loi D.
Teacher, YMCA SCC @ Sengkang Green

“I enjoy the music lesson, especially when I get to play the ukulele with my friends. It is fun and easy to learn and we even get to perform together at some events.”

Edison Tang
Student, YMCA SCC @ Sengkang Green

At a glance

2,128 students nurtured through YMCA’s Student Care Centres

16% increase from 2016

21 Student Care Centres
Learning Programmes

Providing academic opportunities for people to grow and advance in an ever-changing landscape through lifelong learning.
Do you have any other photos to choose from? Preferably in landscape format. Her face is a bit blurry and the right hand page is empty.
YMCA Learning Centre aims to enhance students’ learning and understanding of academic subjects through an enriching learning experience with the latest learning methodology and syllabus delivered by a team of qualified professional trainers.

YMCA Learning Centre also receives inbound students from overseas through the Study Tour programme. The exchange allows students to experience and understand what it is like to study and live in Singapore while fostering friendships with local students.
“Having a daughter changed my perspective as it helps me to see that the students are no different from my own child. This motivates me to be a better educator for them in both academic and personal growth.”

Lew Ying Tong
Trainer, YMCA Learning Centre

“The students are very happy with the fun learning environment during their stay in Singapore. They get to practice speaking English without having to depend on the textbook and experience the Singapore culture.”

Napapat Sorndej
Teacher, Anubanrayong School

At a glance

- 49 students enrolled in tuition and enrichment classes
- 872 overseas students participated in the study tour programmes
YMCA SCHOOL

YMCA School aims to provide a holistic education to nurture active and socially responsible individuals of distinction. Besides preparing students for educational excellence, it is also the aim of YMCA to inculcate positive character values such as compassion, servant leadership, honesty, accountability, respect and excellence in developing the body, mind and spirit. Students undergo a community service component, which instills in them a sense of humility and a giving attitude towards others.
“At a point in my life when I encountered problems, Mr Jack would be the first one whom I approached for advice. His concern inspired me to get back on my feet at one of my lowest points.”

Ezra Bryan
Student, YMCA School

“When I see light in a student’s eyes, it makes all the effort and stress worth it.”

Joseph Tan
Associate Teacher, YMCA School

At a glance

139 students enrolled in YMCA School
YMCA Higher Education offers bachelor and master degree programmes in partnership with the University of Strathclyde and the University of the West of Scotland. Through the provision of a holistic education experience, YMCA aims to nurture leaders of distinction who can grow in an ever-changing landscape.
“The Strathclyde MBA is moving me closer to my dream of developing profitable and sustainable ventures that will make significant impact on the marginalised in society and the environment.”

Ruth Lee
Student, University of Strathclyde MBA,
YMCA Higher Education

“At a glance

162 students enrolled in University of Strathclyde MBA programme

60 new students commenced enrolment in 2017

97% pass rate

38 students graduated

12 with distinction

“It can be challenging to juggle between work and studies. However, the strong social support conferred by the academic staff and my course-mates is both an excellent motivation source and a comfort zone after a long day at work.”

Raymond Moh
Graduate, University of Strathclyde MBA,
YMCA Higher Education
Membership Programmes

Enriching the lives of members through wholesome activities to foster stronger relationships and serve the community
YMCA organises regular activities to enrich our members’ lives. YMCA members are also engaged in meaningful programmes to help serve the less privileged in the community.
“Although I’m no longer involved in competitive fencing, I still think it is important to coach the next generation of fencers. Beyond the technical aspect, I try to identify their best capabilities and develop their confidence so that they can excel in the sport.”

Bobok Viacheslav
Coach, Y-Sparks Fencing

“I use the gym three times a week – the central and convenient location makes it a great training facility. Each visit is always a pleasant experience as the staff are very friendly and helpful.”

Royce Chew
Corporate Member, YMCA of Singapore

---

At a glance

- **600** Full (Life) Members
- **1,185** Ordinary (Life) Members
- **543** Ordinary (Annual) Members
- **192** Ordinary (Youth) Members
- **155** Associate Members
- **2,635** Associate (Youth) Members
YMCA Fitness and Dance programmes aim to promote a healthy lifestyle to members through fun and engaging activities, including Ballet, Fencing, Gym, Line Dance, Swimming and Zumba.
“If you can walk, you can line dance!”

Yeo Kok Pang
Instructor, Country Line Dance Association (Singapore)

“If I have struggled with my weight for many years. With the help of a caring coach and a very comfortable environment to train in, I was able to push my own limits and make great progress with a healthier lifestyle.”

Li Jiaqi
Member, YMCA of Singapore

At a glance
Fitness & Dance Subscriptions

- 98 Ballet
- 595 Fencing
- 311 Gym
- 88 Line Dance
- 21 Personal Training
- 166 Swimming
- 102 Zumba
YMCA Outdoor and Adventure Programmes are organised for the adventurous who love nature and outdoor activities. Through these trips, participants build character and learn the value and meaning of teamwork, while indulging in their passion for the great outdoors.
“Trekking is one of my favourite activities as it helps to destress. The peace and fresh air is calming, with no pesky phone calls, messages or emails bothering me. I love to explore the grounds and try local cuisines. These experiences provide a deeper insight and perspective for me, especially on consumer mindset and behaviour which is helpful in my line of work.”

Thomas Ng
Participant, YMCA Outdoor & Adventure Programmes

“There is always plenty of fun and laughter in all the trips that I’ve joined so far. I appreciate how the different teams were always encouraging and supporting each other. In spite of our differences, they were extremely gracious and accommodating. It’s something that is not commonly seen elsewhere.”

Agnes Yap
Volunteer Leader, YMCA Outdoor & Adventure Programmes

At a glance

- 832 Y Treks participants
- 9 Y Ski participants
- 362 Y Adventure participants
- 70 BikeYworks participants
The YMCA Folk Dance Club is a recreational club that conducts folk dance classes and International Folk Dance appreciation events for members. The group dances help the members feel togetherness and foster a sense of community while keeping healthy and fit.
“Participating in folk dance enabled me to get back on my feet faster, and better than ever. The therapeutic movements helped me pick up energy and strength in my recovery from cancer.”

Mary Koh
Member, YMCA Folk Dance Group

“Folk dancing provides a gentle form of exercise, where we learn to synchronise our brain and footwork. The exposure to folk costumes, customs, and traditions also increases our awareness of other cultures.”

Grace Lee
Member, YMCA Folk Dance Group

At a glance

30 life members
Hospitality Services

Serving hostel guests with the spirit of excellence
Nestled in the heart of Singapore’s famed shopping district, YMCA @ One Orchard presents a welcoming sanctuary away from the hustle and bustle of the city with its clean and comfortable guest rooms. A social enterprise of YMCA of Singapore, YMCA International House employs people with special needs, who are trained in housekeeping and food and beverage services. This opportunity enables them to gain independence and build confidence while stepping out and participating actively in our shared community. Surpluses from YMCA International House are channelled to sustain various YMCA community service programmes.
“Chris is very diligent in his tasks and capable of working independently. I hope to guide and coach him so that he can rise up to be a supervisor in the future.”

Jamaiah Bte Jaffar
Supervisor, YMCA International House

“Working at Y Café has given Yan Tong a sense of belonging as he receives the staff’s acceptance of him. He is passionate about his work and enjoys the social interaction with his colleagues and hostel guests.”

Tay Chor Yong
Mother of Zhang Yan Tong, Staff at Y Café

At a glance

- 87% occupancy rate
- 69,709 guests stayed at YMCA International House

Touching Lives, Lifting Spirits, Nurturing Community Champions
YMCA Clubs
Bringing people together through shared interests
The International Y’s Men’s Club of Singapore (Alpha Chapter) is affiliated to the YMCA of Singapore and supports its community service and fundraising activities. Membership is open to like-minded people and all YMCA members who have a desire to serve the community and make the world a better place to live in through volunteerism.

For the tenth year running, in partnership with Parkinson’s Society of Singapore, the Club organised monthly karaoke sessions held at YMCA of Singapore for people with Parkinson. These sessions improve the lives of participants and is also a platform for music lovers to have fun and socialise through singing.

During the year, the Club supported YMCA by volunteering at YMCA Flag Day 2017, YMCA Proms @ the Park 2017, YMCA Silver Fiesta 2017 and adopting SARAH Seniors Activity Centre through Y Outing. The Club brought the wheelchair-bound elderly for monthly grocery shopping and meals and hosted lunch during Chinese New Year, Mid-Autumn Festival and Christmas, bringing much cheer to the elderly.

At a glance

27 members
YMCA TOASTMASTERS CLUB

The YMCA Toastmasters Club aims to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Toastmasters welcome speech contests like the occasional marathons where they build their skills to greater heights. The International Speech and Table Topics Contest in February as well as Humorous Speech and Evaluations Contest in August have always been the club’s showcase of excellent speech delivery.

At a glance

48 members
S I N G A P O R E
MANDARIN (YMCA)
TOASTMASTERS CLUB

The Singapore Mandarin (YMCA) Toastmasters Club was chartered to serve the needs of English speaking toastmasters who want to practise their Mandarin in front of an audience and also help Mandarin speaking toastmasters to overcome the fear of public speaking.

As one of the few Mandarin toastmasters clubs with a younger demographic membership base, the Singapore Mandarin (YMCA) Toastmasters Club constantly adopt new ideas to keep its meetings refreshingly innovative and relevant to its members. Passion to learn, the desire to share, fellowship - these are the elements that make each of the club meetings memorable.

At a glance

23 members
Fundraising Events

18TH YMCA CHARITY GOLF @ SINGAPORE ISLAND COUNTRY CLUB
5 MAY 2017
Over $302,000 raised for YMCA-Lim Kim San Volunteers Programme

YMCA FLAG DAY
18 MARCH 2017
Over $65,000 raised by 645 volunteers for YMCA-Tan Chin Tuan Community Service Programmes

YMCA GIVING GALA @ ORCHARD PARADE HOTEL
26 OCTOBER 2017
Over $297,000 raised for YMCA-Tan Chin Tuan Community Service Programmes
International Fellowship & Relations

YMCA of Singapore establishes and maintains harmonious relations with fellow YMCA movements in the region. YMCA of Singapore is a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia-Pacific. YMCA of Singapore is also a part of a network of nine Twinning YMCAs in the region.

February 2017

Uni-Y Study Mission 2017
The Uni-Y Singapore Council went to Victoria YMCA from 18 to 21 February 2017 to learn about programme strengthening, marketing & publicity, volunteer retention and alumni engagement.

March 2017

Executive Committee and Related Meetings of the Asia and Pacific Alliance of YMCAs
Immediate Past President Mr Eric Teng, Board members Mr Albert Ching, Mr Peter Tay and Mr Stephen Loh represented YMCA of Singapore at the Executive Committee and Related Meetings of the Asia and Pacific Alliance of YMCAs which took place from 7 to 10 March 2017 at the Chinese YMCA of Hong Kong.

April 2017

Visit by Osaka YMCA International School
YMCA of Singapore hosted Ms Kaoru Saito, Administrative Manager and Dr John Botting, Science & Mathematics Teacher from Osaka YMCA International School, who were here on an exchange visit with five students from 17 to 21 April 2017.

May 2017

5th East Asia YMCA Urban Network (EAYUN)
Organised by Osaka YMCA and hosted by YMCA of Singapore from 15 to 18 May 2017, the 5th East Asia YMCA Urban Network (EAYUN) saw delegates from nine YMCAs gather to discuss issues that focused on youth development and the elderly.

June 2017

Uni-Y Internships
Seven Uni-Y members embarked on internships with Chinese YMCA of Hong Kong, Osaka YMCA, Tainan YMCA in the months of June, July, August and December. The interns were involved in handling matters from administration to events planning. Four interns from Chinese YMCA of Hong Kong and Tainan YMCA were attached to YMCA of Singapore’s Community Services and Member’ Services departments, helping to run programmes.
July 2017

Joint Directors Meeting with YMCA of Shanghai
Board representatives from YMCA of Singapore and YMCA Shanghai convened for a joint directors meeting at YMCA of Singapore to strengthen relations and discuss the Dujiangyan project on 22 July 2017.

August 2017

Osaka Global Youth Conference
Three Uni-Y members participated in Osaka’s Global Youth Conference from 7 to 11 August 2017. The conference was a platform for youths aged 15 – 25 years to interact and discuss current affairs issues.

October 2017

Visit by KwaZulu-Natal Provincial Legislature & Gauteng Provincial Legislature
YMCA of Singapore welcomed delegates from the KwaZulu-Natal Provincial Legislature & Gauteng Provincial Legislature on 13 October 2017. As part of their Education Joint Study Tour in Singapore, the delegates visited the YMCA Project Bridge Youth Centre and had an exchange session in YMCA of Singapore.

November 2017

YMCA of Singapore’s Celebrates 115th Anniversary
On 9 November 2017, YMCA of Singapore celebrated its 115th Anniversary with a Thanksgiving Service and Dinner and was blessed with the presence of our extended YMCA family members, who travelled specially from overseas and our Singapore partners who made time to share our joy in this momentous occasion.

December 2017

Visit by Tainan YMCA
YMCA of Singapore hosted our counterparts from Tainan YMCA on 7 December 2017 who were here to learn more about YMCA’s work in Singapore.
CORPORATIONS & ORGANISATIONS

$200,000 AND ABOVE
Citi Foundation
Barclays Bank PLC

$100,000 AND ABOVE
Estate of Ng Teng Fong
NTUC Fairprice Foundation Limited

$50,000 AND ABOVE
Lee Foundation
Tote Board

$10,000 AND ABOVE
AP Oil International Limited
Credit Suisse AG
DCG Capital Private Limited
Far East SOHO Pte Ltd
GIC Private Limited
Lee Foundation
Megaworld Land (Singapore) Pte Ltd
Mitsubishi Electric Asia Pte Ltd
Nordic Group Limited
Pei Hwa Foundation Limited

$5,000 AND ABOVE
Boardroom Limited
PricewaterhouseCoopers LLP
Propnex International Pte Ltd
ST Telemedia
Community Foundation of Singapore
Thian Sung Construction Pte Ltd

$3,000 AND ABOVE
Access World Logistics (Singapore) Pte Ltd
Arrowcrest Technologies Pte Ltd
Citibank N.A., Singapore
CMIA Capital Partners Pte Ltd
Legend Shipping Pte Ltd
Lum Chang Holdings Ltd
SINGAPORE POOLS (PRIVATE) LIMITED
Straits Real Estate Pte Ltd

$1,000 AND ABOVE
ADL Enterprise Pte Ltd
ARA Trust Management (Suntec) Limited
AT Fresh Pte Ltd
Boustead Services Pte Ltd
Daimler South East Asia Pte Ltd
International Y'S Men's Club of Singapore
(Kenmochi Chapter)
K M Y Electrical Engineering Pte Ltd
Knight Frank Pte Ltd
Noel Gifts International Ltd
Prime Travel & Tour Pte Ltd
ST Aerospace Systems Pte Ltd
The Purple Parade Ltd

$500 AND ABOVE
Australian Fruit Juice (S) Pte Ltd
DL Corporate Advisors Pte Ltd
Kreston David Yeung PAC
Orchid Laundry
Toni International College of Aesthetics & Physiology
YWCA of Singapore

$100 AND ABOVE
Eye Centre and Surgery
Integer Alpha Pte Ltd

INDIVIDUALS

$10,000 AND ABOVE
Catherine Low Ah Toh
Chan Lui Ming Ivan
Chew Gek Kim
Chew Kwee San
Eric Teng Heng Chew
Hang I H M/Loh K I P
Jason Ho
Leslie Wong Kin Wah
Lo Chee Wen
Loh Sur Yong Stephen
Ooi Boon Hoe
Tan Guan Hiang
Wee Wei Ling

$5,000 AND ABOVE
Andrew Cheong Fook Onn
Cheng Kok Huai Daniel
Gracelyn Ho Lay Peng
Kong Kwai Ming
Lee Chong Min
Tan Bee Lan
Yeo Peng Hay

$3,000 AND ABOVE
Chan Chee Weng Damian
Chau Shing Chi
Cheng Soh Hwang Susan
Chong Siak Ching
Joanne Tay Soi Hoon
Koh Chee Hiong
Lim Kiat Seng
Ow Koon Thiam alias Oh Koon Thiam
Rosna Tjuatja
Tan Suan Hoe
Tay Puan Siong
Tham Chee Kheen Kenneth
Tony Kam
Xian Ming
Yap Liew Yee Agnes

$1,000 AND ABOVE
Albert Ching Liang Heng
Casey Tan Khai Hee
Chang Rosana Kung-Ling
Chow York Lim
Goh Tze Rui Ray
Ho Chee Hon
Kenneth Tan
Koh Puay Heng
Lee Liat Cheng
Lee Siew Seng
Magdalene Sik
Mohan K Vaswani
Natasha Kwan-Loh
Neo Boon Chye
Nguyen Suong Hong
S. Winata
Tan Kheng Lian
Tan Swee Lin
Tay Jing Yan Gerald
Teo Ging Siang
Teo Zi-Ming
Ting See Ho
Tong Weng Kin
Victor Poh
Wilfred Wee Zhi Zhong
Wong Liang Kwang
Zhao Wen Wei

$500 AND ABOVE
Chan Keng Hak
Cheang Chin Neo
Chua Ying Li Pamela
Cindy Siu Oi Ping
Davyd Chong Wenquan
Ee Kuo Ren
Ferguson Andrew James
Ho Hin Ngee
Japheth Chong
Jason Chin Chee Kong
Juthika Ramanathan
Koh Chong Hin
Lee Kim Tong
Lee Soo Ann
Loo Tze Hsin
Low Miang How Sandy
Lynette Yeo
Mansoor H Hassanbhai
Menon Sundaresh/Olivia A D'Costa
Pang Meng Yam
Peter Sim Swee Yam
Tan Tien Seng
Tay Yew Beng Peter
Teoh Swee Chen
Winston Tan Chang Choon
Zulkiflee Mohamed Nur

$100 AND ABOVE
Aaron Pang Xue Shun
Adeline Koh
Anna Ngoc Diep
Annabel Ang Ying Hui
Cao Ji Qing
Caroline Hoffmann
Chan Chee Meng
Charles Low Qiao Hong

YMCA of Singapore Annual Report 2017
CORPORATIONS & ORGANISATIONS (IN-KIND)

Aegis Insurance Services
Alliance Employment Pte. Ltd
Asia Pacific Breweries (S) Pte Ltd
Bacco Wines Pte Ltd
Big Fish Golf International Pte Ltd
Bintan Lagoon Resort
Bio Aesthetic Laser Clinic Pte. Ltd.
BNL Services Pte Ltd
Boncafé International Pte Ltd
ByGrace Management
Canon Singapore Pte Ltd
Carlton Hotel Singapore
Champions Golf
Daimler South East Asia Pte Ltd
(mercedes-Benz Singapore)
East-West International Food Pte Ltd
EdeS Spa
Esquire Marketing Services Pte Ltd
Estee Lauder Companies Inc.
Everglades Pte Ltd
Expat Kitchen Pte Ltd
Fayyaz Travels Pte Ltd
FedEx
Fraser and Neave, Limited
GIC Private Limited
Green Care Services Pte Ltd
Guava Amenities Pte Ltd
H Concept Asia Pte Ltd
Hisamitsu Pharmaceutical Co., Inc.
Singapore Branch
Honan Insurance Group Asia
Hugo Boss South East Asia Pte. Ltd.
Integrative Physio Pte Ltd
K&K Labs Pte Ltd (Bio Royale)
Kao Singapore Private Limited
Keppel Land Hospitality Management
Laguna National Golf and Country Club
Lee Say Poultry Industrial
Melchers Time Pte Ltd
Mitsubishi Electric Asia Pte Ltd
Naili Print Media Pte ltd
NeoAsia (S) Pte Ltd
New Moon (Goh Joo Hin Pte Ltd)
NTUC Fairprice Co-operative Ltd
Orchid Laundry
Regent Media Pte. Ltd.
Sembawang Country Club
Singapore Island Country Club
Singapore Pools (Private) Limited
Singapore Surf Club
Spa D’or
Sunnyhills Delights Pte. Ltd.
Tanglin Academy Private Limited
TaylorMade-adidas Golf Singapore
The Blue Ginger Restaurant
The Food Bank Singapore
The Fullerton Hotel Singapore
The Ultimate Pte. Ltd.
University of the West of Scotland
YG Marketing Pte. Ltd.

INDIVIDUALS (IN-KIND)

Annie Lin
Chew Kwee San
Gracelyn Ho Lay Peng
Ivan Koh
Leslie Wong Kin Wah
Violet Oon
## Corporate Governance

<table>
<thead>
<tr>
<th>S/N</th>
<th>Description</th>
<th>Code ID</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOARD GOVERNANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Induction and orientation are provided to incoming Board members on joining the Board.</td>
<td>1.1.2</td>
<td>Complied</td>
</tr>
<tr>
<td>4</td>
<td>There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.</td>
<td>1.1.7</td>
<td>Complied</td>
</tr>
<tr>
<td>5</td>
<td>All Board members submit themselves for re-nomination and re-appointment, at least once every three years. Under YMCA’s Constitution, Board members submit themselves for re-nomination and reappointment once every four years.</td>
<td>1.1.8</td>
<td>Not Complied</td>
</tr>
<tr>
<td>6</td>
<td>The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.</td>
<td>1.1.12</td>
<td>Complied</td>
</tr>
<tr>
<td>8</td>
<td>There are documented terms of reference for the Board and each of its Board committees.</td>
<td>1.2.1</td>
<td>Complied</td>
</tr>
<tr>
<td><strong>CONFLICT OF INTEREST</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.</td>
<td>2.1</td>
<td>Complied</td>
</tr>
<tr>
<td>10</td>
<td>Board members do not vote or participate in decision-making on matters where they have a conflict of interest.</td>
<td>2.4</td>
<td>Complied</td>
</tr>
<tr>
<td><strong>STRATEGIC PLANNING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.</td>
<td>3.2.2</td>
<td>Complied</td>
</tr>
<tr>
<td>12</td>
<td>There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.</td>
<td>3.2.4</td>
<td>Complied</td>
</tr>
<tr>
<td>S/N</td>
<td>Description</td>
<td>Code ID</td>
<td>Compliance</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td></td>
<td><strong>HUMAN RESOURCE MANAGEMENT AND VOLUNTEER MANAGEMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The Board approves documented human resource policies for staff.</td>
<td>5.1</td>
<td>Complied</td>
</tr>
<tr>
<td>14</td>
<td>There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.</td>
<td>5.3</td>
<td>Complied</td>
</tr>
<tr>
<td>15</td>
<td>There are processes for regular supervision, appraisal and professional development of staff.</td>
<td>5.5</td>
<td>Complied</td>
</tr>
<tr>
<td></td>
<td><strong>Are there volunteers serving in the charity?</strong></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>16</td>
<td>There are volunteer management policies in place for volunteers.</td>
<td>5.7</td>
<td>Complied</td>
</tr>
<tr>
<td></td>
<td><strong>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>There is a documented policy to seek Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.</td>
<td>6.1.1</td>
<td>Complied</td>
</tr>
<tr>
<td>18</td>
<td>The Board ensures internal controls for financial matters in key areas are in place with documented procedures.</td>
<td>6.1.2</td>
<td>Complied</td>
</tr>
<tr>
<td>19</td>
<td>The Board ensures reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.</td>
<td>6.1.3</td>
<td>Complied</td>
</tr>
<tr>
<td>20</td>
<td>The Board ensures that there is a process to identify, regularly monitor and review the charity’s key risks.</td>
<td>6.1.4</td>
<td>Complied</td>
</tr>
<tr>
<td>21</td>
<td>The Board approves an annual budget for the charity’s plans and regularly monitors its expenditure.</td>
<td>6.2.1</td>
<td>Complied</td>
</tr>
<tr>
<td></td>
<td><strong>Does the charity invest its reserves, including fixed deposits?</strong></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>22</td>
<td>The charity has a documented investment policy approved by the Board.</td>
<td>6.4.3</td>
<td>Complied</td>
</tr>
<tr>
<td></td>
<td><strong>FUNDRAISING PRACTICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Did the charity receive cash donations (solicited or unsolicited) during the year?</strong></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>23</td>
<td>All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.</td>
<td>7.2.2</td>
<td>Complied</td>
</tr>
<tr>
<td></td>
<td><strong>Did the charity receive donations-in-kind during the year?</strong></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>24</td>
<td>All donations-in-kind received are properly recorded and accounted for by the charity.</td>
<td>7.2.3</td>
<td>Complied</td>
</tr>
<tr>
<td>S/N</td>
<td>Description</td>
<td>Code ID</td>
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</tr>
<tr>
<td>-----</td>
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<td>------------</td>
</tr>
<tr>
<td>25</td>
<td>The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member’s attendance.</td>
<td>8.2</td>
<td>Complied</td>
</tr>
</tbody>
</table>

**Are Board members remunerated for their Board services?**

<table>
<thead>
<tr>
<th>Are Board members remunerated for their Board services?</th>
<th>No</th>
</tr>
</thead>
</table>

**Does the charity employ paid staff?**

<table>
<thead>
<tr>
<th>Does the charity employ paid staff?</th>
<th>Yes</th>
</tr>
</thead>
</table>

| 28 | No staff is involved in setting his or her own remuneration. | 2.2 | Complied |
| 29 | The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding $100,000, in bands of $100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. OR The charity discloses that none of its staff receives more than $100,000 in annual remuneration each. | 8.4 | Complied |

| 30 | The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding $50,000 during the year, in bands of $100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than $50,000 during the year. | 8.5 | Complied |

**PUBLIC IMAGE**

| 31 | The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms. | 9.2 | Complied |

**BOARD MEETING ATTENDANCE RECORD**

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Leslie Wong Kin Wah President</td>
<td>6/6</td>
</tr>
<tr>
<td>Mr Albert Ching Liang Heng Vice President</td>
<td>5/6</td>
</tr>
<tr>
<td>Mr Ooi Boon Hoe Vice President</td>
<td>3/6</td>
</tr>
<tr>
<td>Mr Bryan Tan Suan Tiu Hon. Secretary</td>
<td>4/6</td>
</tr>
<tr>
<td>Mr Tam Eng Beng Hon. Treasurer</td>
<td>5/6</td>
</tr>
<tr>
<td>Mr Samuel Chan Wei Mun</td>
<td>4/6</td>
</tr>
<tr>
<td>Mr Ho Chee Hon</td>
<td>4/6</td>
</tr>
<tr>
<td>Mr Steven Chia Oon Seet</td>
<td>4/6</td>
</tr>
<tr>
<td>Ms Koh Shaw Luan</td>
<td>4/6</td>
</tr>
<tr>
<td>Ms Loo Tze Lui</td>
<td>4/6</td>
</tr>
<tr>
<td>Mrs Magdalene Sik Swee Hiang</td>
<td>3/6</td>
</tr>
<tr>
<td>Mr Thomas Pramotedham</td>
<td>6/6</td>
</tr>
<tr>
<td>Mr Tam Chee Chong</td>
<td>1/6</td>
</tr>
<tr>
<td>Ms Cynthia Tan Guan Hiang</td>
<td>4/6</td>
</tr>
<tr>
<td>Mr Teo Eng Cheong</td>
<td>3/6</td>
</tr>
<tr>
<td>Mr Teo Zi-Ming</td>
<td>3/6</td>
</tr>
</tbody>
</table>
YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

**BOARD GOVERNANCE**

**OFFICE BEARERS**
At the first meeting of the Board of Directors (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 terms and such person shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 1 year.

**EXECUTIVE COMMITTEE**
The Executive Committee (“ExCo”) comprises the President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer and at least one other Director. 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 Chart of Authority (“COA”) in the normal course of business. ExCo keeps the BOD fully informed on the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

**HUMAN RESOURCE MANAGEMENT**
There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts. The HR department is advised by a Staff Committee commissioned by the Board. 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. The Committee also advises on talent identification and development programmes for staff and succession planning of senior management staff.

**WHISTLE BLOWING POLICY**
The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where the following may be suspected:

1. Corruption;
2. Acts of fraud;
3. Theft and/misuse of the Association’s properties, assets or resources; or
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 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.

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 Singapore Financial Reporting Standards (“FRS”).

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

RESERVES POLICY

YMCA targets for three years of operating reserves with a minimum of one year from donations and surpluses generated through our social enterprises. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy.

The restricted funds and their purposes are as follows:

I. Building Asset Capitalisation Reserve – to match amounts on capital projects undertaken with past donations designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects.

II. Disaster Relief Fund – to support the volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka, following the 2004 Indian Ocean Earthquake & Tsunami.

III. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Funds – to fund tertiary education for overseas needy students.

IV. ISP Project Fund – set up for the International Service Programmes (ISP) and it is to be used for future ISP projects.

V. Project Bridge Fund – supports Project Bridge programmes which aim to provide personal development and counselling for early school leavers and youth-at-risk.

VI. Rebuilding Community @ Dujiangyan Fund – set up for the purpose of supporting YMCA’s rebuilding programmes in Sichuan, China.
VII.ITE Elevate Fund – to engage, equip and empower disadvantaged students from ITE towards completing their education and improving their prospects for employment or future education. This programme contributes to an increase in overall resilience to cope with stresses and reduction of risk behaviours for youth who are at risk.

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Notes to the Financial Statements. YMCA has also designated a percentage of our annual surpluses from our social enterprises for large scale asset renewal as our capital replacement fund.

INVESTMENT COMMITTEE
The Investment Committee is governed by the Investment Charter and the Investment Policy which are constantly reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association’s funds to look into generating higher returns in the long run with a reasonable amount of risk.

During the financial year, the Association appointed a professional asset manager to invest and manage the surplus from the general funds. The Asset Manager has been given full discretionary mandate subject to investment guidelines, and reports the investment holdings and performance to Management and Investment Committee on a regular basis. The details of the investments are listed in the Notes to the Financial Statements.

DISCLOSURE AND TRANSPARENCY
There is a Conflict of Interest policy endorsed by the Board. Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

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 Board.

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

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

Our fundraising policy is to raise funds for specific community programmes and never for general purposes.

The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

The operating surpluses of social enterprises in YMCA International House and YMCA Education Services, as well as the support of regular donors and fund raising, has allowed YMCA to adopt a two-prong approach to achieving financial stability.
TWO-PRONG APPROACH FOR FINANCIAL STABILITY

Donations → Programmes → Fundraising

Collaborate

Corporate Services

International House

Surplus

Collaborate

Education

Surplus

Reserves

NET SURPLUSES FROM DONATION AND FUNDRAISING

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>1,120</td>
<td>1,036</td>
<td>726</td>
<td>736</td>
<td>847</td>
</tr>
</tbody>
</table>

NET SURPLUSES FROM SOCIAL ENTERPRISES

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>3,006</td>
<td>3,225</td>
<td>3,005</td>
<td>1,545</td>
<td>1,409</td>
</tr>
</tbody>
</table>
FINANCIAL INFORMATION

For the year ended
31 December 2017

The full audited financial statements can be viewed at the YMCA of Singapore’s corporate website www.ymca.org.sg.
## FINANCIAL INFORMATION FOR YEAR ENDED 31 DECEMBER 2017

### STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Current Assets</td>
<td>8,607</td>
<td>12,392</td>
</tr>
<tr>
<td>Current Assets</td>
<td>26,779</td>
<td>21,599</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>35,386</td>
<td>33,991</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>(5,238)</td>
<td>(4,129)</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS</strong></td>
<td>30,148</td>
<td>29,862</td>
</tr>
</tbody>
</table>

### STATEMENT OF COMPREHENSIVE INCOME

**Revenue:**
- Education: 13,151 (2017), 12,585 (2016)
- International House: 5,826 (2017), 5,894 (2016)
- Membership and Corporate Activities: 406 (2017), 446 (2016)
- Donations & Fund Raising Events: 1,049 (2017), 863 (2016)
- Other Income: 983 (2017), 818 (2016)

**Total Revenue:** 24,927 (2017), 23,842 (2016)

**Costs:**
- Education: 10,764 (2017), 10,039 (2016)
- Membership and Corporate Activities: 710 (2017), 742 (2016)
- Community Services: 1,874 (2017), 1,876 (2016)
- Donations & Fund Raising Events: 202 (2017), 127 (2016)
- Other Operating Expenses: 836 (2017), 662 (2016)

**Total Costs:** 24,791 (2017), 23,677 (2016)

**TOTAL COMPREHENSIVE INCOME**

### STATEMENT OF CASHFLOW

- Net cash effect of operating activities: 1,316 (2017), 481 (2016)
- Cash and cash equivalents as at 1 January: 19,898 (2017), 19,118 (2016)
- Cash and cash equivalents as at 31 December: 11,492 (2017), 19,898 (2016)
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