



BUILDING CHAMPIONS

ANNUAL REPORT 2022



M.Y WORLD WHO WE ARE

M.Y World Preschool was founded by Metropolitan YMCA in 1980 and is committed to provide affordable and quality infant and child care services to our communities. In 2014, M.Y World was appointed as an anchor operator by the Early Childhood Development Agency.

OUR MISSION

- Instil a respectful and supportive preschool experience in partnership with parents
- Nurture character and creativity
- Inspire children to unlock their potential

WE BELIEVE THAT

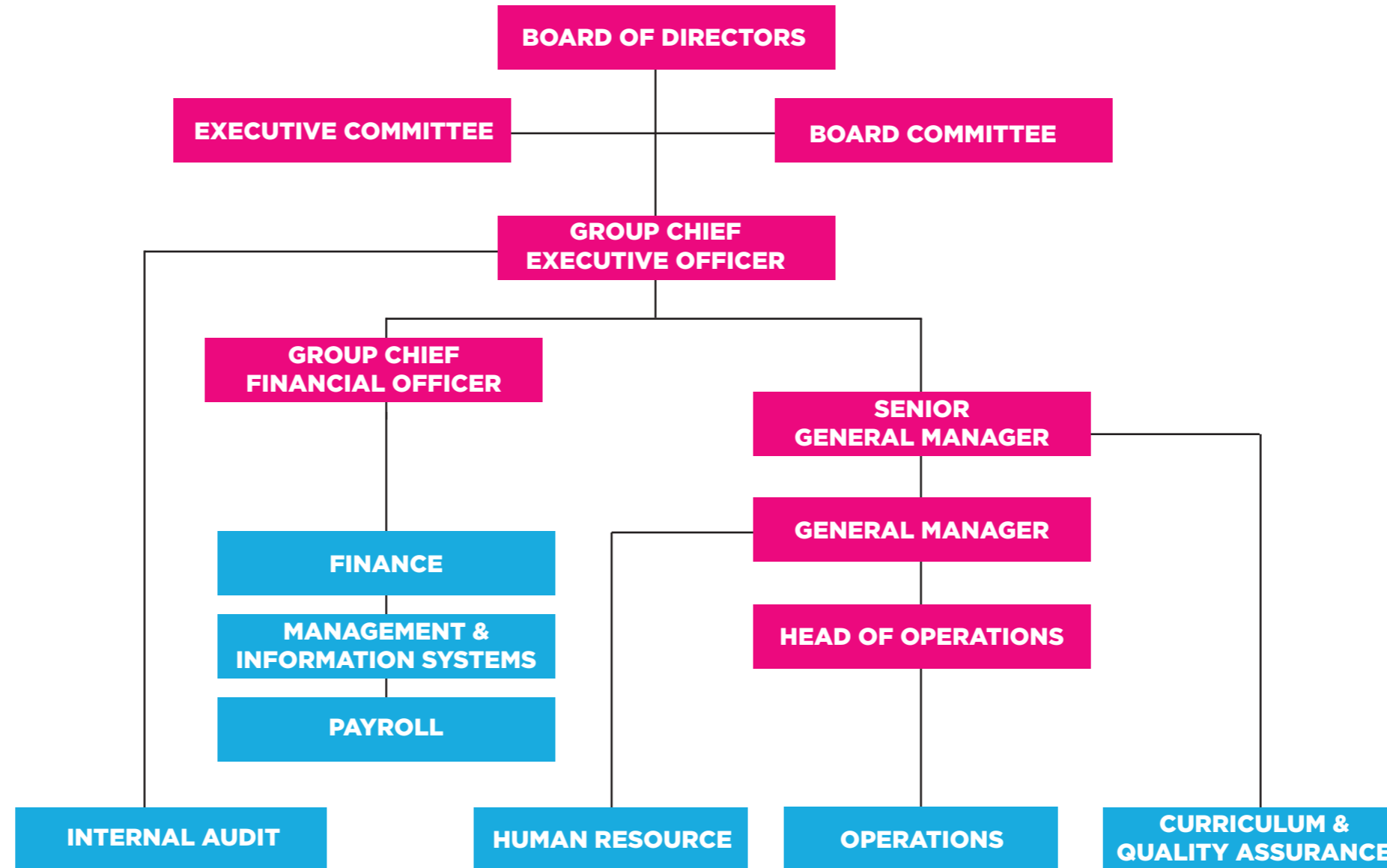
Children are Confident Explorers, Creative Thinkers, Curious Learners and Caring Individuals.

OUR CORE VALUES

- Caring
- Honesty
- Respect
- Responsibility

OUR VISION

To be a child care of choice that builds Strong Kids, Strong Families, Strong Communities.



OUR YEAR IN REVIEW



47
Total Number of M.Y World Centres



1
New Centre



4,756
Number of Children Enrolled



316
Number of Infants Enrolled



777
Number of children and families benefited through our financial assistance scheme

PRESIDENT'S MESSAGE

2022 has brought renewed hope, rejuvenation and new-found optimism towards how the future will shape up. It was with an immense sense of gratitude as I pen this message at the tail-end of the year, where most parts of our lives have resumed to pre-COVID times.

We have been navigating through uncharted waters since 2020 because of the COVID-19 pandemic. Like many organisations, we have encountered plenty of trials and tribulations in these testing times. It has been a journey that started off with tentative steps, but it has also made us stronger and more resilient.

Though the world is not totally out of the woods yet, there were still so much to be thankful for this year. Apart from optional mask-wearing at most premises, large scale social events were also resumed in Singapore.

MESSAGE

That provided the MYMCA and M.Y World family the opportunity to finally gather for our long-awaited Thanksgiving Dinner. This thanksgiving is a celebration of years of hard work, the actualisation of goals attained and acknowledgement of successes achieved. It was truly a sight to behold as over 1,000 staff attended the event.

Henry Ford once said, "Coming together is a beginning; keeping together is progress and working together is success." As I reflect on the last 3 years, there were certainly many new beginnings – the adoption of alternative methods to continue our operations, when our new Group CEO took over the baton, and when each and every one of our children joined M.Y World for the first time. We were held together by a

common purpose – to nurture character and inspire learning in each child in partnership with parents. Our unity has ensured progression and by overcoming the many obstacles along the way, success.

Success in M.Y World can be measured in many capacities but our ability to continue nurturing champions within our centres is one that we take the most pride in. Together with our children, we have experienced exceptional moments and created memories that will be fondly remembered in the years ahead. Our ongoing expansion and the attainment of prestigious industry accolades by centres and individual staff were all testimonies to our continued success in shaping young minds.

During the Early Childhood Celebrations 2022 which saw 2 more M.Y World centres achieving the SPARK certification, positive announcements regarding preschool fees and preschool educators' salary were made through a pre-recorded speech by Mr Masagos Zulkifli, Minister for Social and Family

Development. More spaces are also expected to be made available in government-supported preschools in the next two years.

These announcements are signs of exciting times to come for the preschool sector. We hope that there will be a positive upturn with the latest adjustments, especially in the area of talent attraction and retention. With more spaces being made available, M.Y World will be able to reach out to more families that are in need of quality, affordable childcare services and education.

There is much to look forward to, and I am confident that no matter what the future holds, we will continue to progress with the same resolve and determination that has kept us all together.

Dr Samuel Yeak
President





**OUR
PROGRESSION
JOURNEY**
New Centre
 M.Y World @ Bukit Batok West Plains 2
 (Commencement - 26 October 2022)

Rejuvenated Centres



M.Y World @ Admiralty



M.Y World @ Hougang DewCourt



M.Y World @ Teban Gardens



M.Y World @ Tiong Bahru View



M.Y World @ Woodlands



M.Y World @ Yishun Northland

SUSTAINING OUR WORLD

At M.Y World, we believe that early childhood education plays a crucial role in creating a sustainable world. Through hands-on and experiential activities, we build resilience and capabilities in children, empowering them to be active and informed citizens who are capable of contributing to a more sustainable future.

REIMAGINING OUR SPACE

The environment is the third teacher; apart from being functional and beautiful, M.Y World also ensures that our learning centres are reflective of the children's learning.

This year, the M.Y Bandstand at **M.Y World @ Tampines GreenView** was redesigned with the use of sustainability materials at the heart of the project. It enhances the children's learning experience in music and movement as they immersed themselves in a sustainable environment.



The Listening Tent

A tyre was repurposed and covered with donated bedsheets and cardboard to create an activity table. Children utilised this space for some quiet time and self-exploration



MUSIC INSTRUMENTS

The creativity of our children and teachers were on full display as they worked together to create DIY music instruments such as maracas, drums and rainsticks.

Old fabrics and ribbons were also repurposed into props and performance costumes for movement activities.



MUSIC WALL

Parents contributed to the creation of this Music Wall by donating their old pots, pans, plates cutlery and hanging rack. Children used ladles as rhythm sticks to create sounds.



MIMIC ME

Children utilised these mirrors to check their poses during movement activities. These mirrors were framed using fragments of discarded compact discs.

Towards Zero Paper Waste

As part of our zero paper waste journey, M.Y World has started implementing e-enrolment forms in our centres progressively.

In doing so:



9,020

pieces of paper were saved, which is equal to 18 reams (stacks) of paper

by



22

participating M.Y World Centres



Celebrating an Eco-Friendly Christmas

Carbon emissions and resource wastage tend to increase during the year-end festive period. To promote a greener Christmas celebration, we challenged our children and staff at the centres to a Christmas Tree Decorating Contest using only natural and recycled materials, most of which were contributed by parents.

PHOTO: M.Y WORLD @ WOODLANDS



The competition involved close to 300 children, and our eco-warriors married creativity with sustainability.

We congratulate **M.Y World @ Punggol Edge** for winning the grand prize sponsored by our sustainability partner, Terra SG! The prize will be utilised as a cash discount to install a sustainability feature in the centre to further enhance our children's learning experience.

TOP TO BOTTOM ►

Our winning entry from **M.Y World @ Punggol Edge**.

Our children from **M.Y World @ Bishan** hard at work on their entry!





NURTURING OUR CHILDREN

SPREADING LOVE TO THE COMMUNITY

Character development during the early childhood phase is instrumental to a child's growth. Through our values-based curriculum approach, we seek to nurture our children holistically and groom them into caring, honest, respectful and responsible individuals.

This year's **Start Small Dream Big** movement and M.Y Manna programme present plenty of opportunities for our children (and parents) to give back to society.

◀ FROM TOP TO BOTTOM

In collaboration with charity organisation **ItsRainingRaincoats**, children from **M.Y World @ Hougang DewCourt** attended a virtual workshop with their families and teachers as they learned how to create tie-dye shirts. These shirts were sent to migrant workers as a tribute to their hard work and contribution to Singapore

Themed "Never Too Young to Give" this year, the M.Y Manna programme encouraged our children to donate essential provisions (food and toiletries) to underprivileged families and individuals in our community. Apart from provisions, participating families also donated pre-loved items and made DIY craft works out of recycled materials for fund-raising activities.



▲ ABOVE

Ever since the COVID-19 outbreak, the Customer Experience Agents in **Changi Airport Group (CAG)** have gone the extra mile to ensure that travelling experiences remains safe and pleasant. To show our appreciation, our children from **M.Y World @ Pasir Ris** created beautiful craft works and thank-you cards for the CAG agents.

RIGHT ▶

The seniors from **NTUC Health Senior Day Care** shared many fond memories with our children over the years. This year was no exception as they received COVID-19 care bags meticulously packed by our children from **M.Y World @ Marsiling Greenview**.





EXPLORING THE WORLD AROUND US

PHOTO: M.Y WORLD @ TENTERAM PEAK

Children are naturally curious and need opportunities to wonder, discover and learn about the world around them. The outdoors offer the perfect stimulus and provide rich sensorial experiences to support children's growth and development.

Witness the exciting field trips and excursions as our children took their learning outside the classroom with teachers and parent volunteers!

In Term 3, our children from **M.Y World @ Tenteram Peak** visited famous landmarks of Singapore. Destinations included Changi Airport, Marina Barrage, Merlion Park, Singapore Repertory Theatre and Singapore Chinese Cultural Centre. These excursions provided our children an immersive learning experience in which they gained a better understanding of Singapore and its culture.





◀ **GOAT FARM!**

The children from **M.Y World @ Punggol Edge** had a jolly ‘goat’ time at the Hay Dairies Goat Farm! There were plenty of precious takeaways as they witnessed the milking process, learnt how to spot the difference between a goat and a sheep, and found out how goats communicate with one another.



BUTTERFLIES! ▶

The visit to Science Centre’s Butterfly Up-Close provided valuable insights to our children from **M.Y World @ Bidadari Alkaff Vista** as they learnt about the roles of butterflies and stick insects in the ecosystem. The close encounters with these beautiful insects also took our children on a fascinating journey through the butterfly metamorphosis stages.





OUR CULTURE, OUR PRIDE

Cultures and traditions play an important role in helping young children develop a positive sense of identity and self-esteem. Learning about different cultures also helps children to appreciate, respect and accept diversity.

M.Y World centres were a myriad of colours during cultural festivals as children came clad in beautiful ethnic costumes. Traditional games and food from different cultures were introduced, much to the delight of the children!

Through the fun and games, our children learned to appreciate the nation's cultural diversity which our forefathers had fought so hard to achieve.

CULTURAL EXHIBITION

An exhibition was set up in M.Y World @ Bukit Batok West Plains 1 to stimulate children's interest in local culture.

Divided into 4 segments, the exhibition showcased the lives of the early migrants – Chinese Coolies, Majies and Samsui women. The children also had the opportunity to learn about the unique “Kopitiam” culture in Singapore.

Each segment has a QR code which children could scan to watch videos about the relevant history. The integration of technology has kept our children engaged and extended their learning.





EVENTS AND HAPPENINGS

K2 GRADUATION

For the first time in 3 years, parents and family members could physically attend the K2 graduation ceremonies at our respective centres. Our proud graduands showed how much they have grown during their time in M.Y World with captivating recitals, group performances and graduation speeches.

We wish our children all the best and may their years ahead be characterised by strong values, progression and success!





THANKSGIVING DINNER

Finally, MYMCA and M.Y World staff were reunited as one big family as we stepped 'Out of the Screens' for this year's thanksgiving dinner, the first in the last 3 years. Over 1,000 staff attended the event, paying tribute to one another's heart-work and dedication, especially during the COVID-19 pandemic outbreak.

6 YMCAs CONFERENCE

M.Y World was honoured to host 18 delegates from the 26th Six YMCAs Conference at **M.Y World @ Bukit Batok West Plains 1 and 2**. Hailing from Chinese YMCA of Hong Kong, Metropolitan YMCA Singapore, Osaka YMCA, Seoul YMCA, Taipei YMCA and YMCA of Honolulu, we brought the delegates around the centre where they got a chance to interact with our staff and children.

The delegates were treated to an exclusive M.Y World experience with our interactive cultural exhibition where our children proudly introduced Singapore's local culture featuring the *Samsui Women, Majies and Coolies* from the early days.

Another highlight of the visit was the hands-on sustainability experience that saw the delegates feeding the worms in the Worm Hotel, making yarn art using recycled yarn, and taking part in the process of farm-to-table as they harvested edible plants from an indoor urban farming unit. These harvested plants

formed part of the M.Y World menu, which were served to the delegates for lunch.

To round off the tour, beautiful pebbles decorated by our children were given to our honoured guests as gifts. We hope this tour has been an immersive and enjoyable experience for everyone involved!





ACCREDITATION AND AWARDS

SCHOOL GREEN AWARDS 2022

In recognition of our effort to nurture good sustainability habits in young children, participating M.Y World centres were presented with the Singapore Environment Council (SEC) School Green Awards this year!

Graced by Guest of Honour Ms Gan Siow Huang, Minister of State for Education and Ministry of Manpower, this annual award ceremony celebrates the many schools, teachers and students who have contributed towards propelling Singapore closer to achieve its net zero aspiration.

Congratulations to the following centres for their achievements!

Yellow Flame Award

- M.Y World @ Canberra Eastlink
- M.Y World @ Tampines GreenView

Singapore Kopsia Award

- M.Y World @ Bidadari Alkaff Vista
- M.Y World @ Kang Ching
- M.Y World @ Sun Natura
- M.Y World @ Tenteram Peak

Ixora Award

- M.Y World @ Bukit Batok West Quarry

SINGAPORE PRE-SCHOOL ACCREDITATION FRAMEWORK (SPARK) CERTIFICATION

Congratulations to [M.Y World @ Marsiling Greenview](#) and [M.Y World @ Yishun Fern Grove](#) for their SPARK certification achievement!

Our centres were accredited with the prestigious award at the Early Childhood Celebrations 2022 held on 29 October. This was in recognition of their high teaching standards as well as strong processes in Curriculum, Leadership and Pedagogy. The number of SPARK-certified M.Y World centres now stands at 34.

Mr Masagos Zulkifli, Minister for Social and Family Development shared important announcements pertaining to the reduction of preschool fees and review of preschool educators' salary during the pre-recorded segment of the event, which was attended by Minister of State for Home Affairs, Social and Family Development - Ms Sun Xueling. With our latest SPARK achievement and exciting developments in the sector over the next two years, we are looking forward to providing quality and affordable childcare services and education to more families!

ABOUT SPARK

SPARK is a quality assurance framework awarded by the Early Childhood Development Agency to assist preschools in Singapore in raising their quality. This certification recognises centres with quality teaching and learning practices, which include a well-designed and integrated curriculum, and active pedagogies to support children's holistic development in an environment that is conducive for learning.



MOTHER TONGUE LANGUAGES (MTL AWARD)

Ms Ji Hong from M.Y World @ Yishun Fern Grove showcased her exemplary teaching capabilities, and obtained the Outstanding Pre-school Mother Tongue Language Teacher Award (Chinese Language).

Held on 27 August 2022, the award ceremony had a panel discussion led by Ms Gan Siow Huang (Minister of State for Education and Ministry of Manpower) and Guest-of-Honour Mr Chan Chun Sing (Minister for Education) touching on the important role of educators, parents and the community in promoting the Mother Tongue Language learning for young children.

We congratulate Ms Ji Hong and the other award recipients for their efforts in planting the seeds of learning in young children!

**DEVELOPMENT SUPPORT-
LEARNING SUPPORT**

All M.Y World centres, with the exception of new centres, offer the Development Support-Learning Support (DS-LS) Programme. This programme aims to provide low levels of early intervention support for K1 and K2 children. Targeted developmental or learning support is provided in areas such as literacy, speech and language, behaviours, social skills and fine/ gross motor skills. DS-LS programme is conducted within the preschool to support children in their natural learning environment.

[Click to find out more.](#)

Packages Offered

Development Support	Learning Support
Occupational Therapy	Literacy
Educational Therapy	Language
Speech & Language Therapy	Fine Motor Skills
Psychological Services	Social Skills Group

* Sessions are conducted once a week.
45mins – 1 hour per session, within the classroom.

SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 S\$'000	2021 S\$'000
SUMMARY OF FINANCIAL POSITION		
Plant & Equipment	7,790	8,017
Rights-of-use Assets	2,522	3,361
Current Assets	50,713	44,201
Total Assets	61,025	55,579
Current Liabilities	(15,640)	(13,691)
Non-Current Liabilities	(6,624)	(7,958)
Total Liabilities	(22,264)	(21,649)
NET TOTAL ASSETS	38,761	33,930
ACCUMULATED FUND	38,761	33,930
STATEMENT OF COMPREHENSIVE INCOME		
Revenue:		
Child Care and Infant Care	42,476	36,319
Government Grants	41,585	39,255
Others	1,025	439
	85,086	76,013
Operating Expense		
Employee benefits expense	(61,774)	(51,375)
Depreciation of plant & equipment	(3,149)	(3,653)
Depreciation of right-of-use assets	(1,807)	(1,741)
CSR Expense	(802)	(584)
Child Care and infant care operating expenses	(9,630)	(8,076)
Other operating expenses	(3,093)	(3,107)
	(80,255)	(68,536)
TOTAL COMPREHENSIVE INCOME	4,831	7,477
STATEMENT OF CHANGES IN ACCUMULATED FUND		
BALANCE BROUGHT FORWARD	33,930	26,453
TOTAL COMPREHENSIVE INCOME	4,831	7,477
BALANCE CARRIED FORWARD	38,761	33,930
STATEMENT OF CASH FLOWS		
Net cash effect of operating activities	(24,584)	(17,543)
Net cash effect of investing activities	(2,651)	(5,015)
Net cash effect of financing activities	33,841	31,241
Net change in cash and cash equivalents	6,606	8,683
Cash and cash equivalents as at 1 January	33,375	24,692
Cash and cash equivalents as at 31 December	39,981	33,375

The above summary financial statements are based on financial statements audited by Cypress Singapore Public Accounting Corporation. A copy of the full audited accounts can be viewed at the website @www.myworld.org.sg

GOVERNANCE & LEADERSHIP

GOVERNING STATEMENTS

MY World Preschool Ltd is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this commitment, the following policies are in place:

- Board evaluation is conducted regularly to evaluate its effectiveness and performance.
- Avoidance of Conflict of Interest: to ensure that any director who has in any way directly or indirectly an interest in a transaction or project or other matter to be discussed at a meeting, he is required to disclose the nature of his interest before the discussion on the matter begins, and abstain from discussion and decision-making on such matters. The recruitment of staff with close relationship (i.e. those who are more than acquaintances) with current directors go through the established human resource procedures for recruitment. Directors serve without remuneration. Directors protect the confidentiality of all confidential information and records of the Organisation, and will not make use of or reveal such information or records except in course of the performance of duties or unless the documents or information becomes a matter of general public knowledge. Confidential information should not be used to further private interests.
- Whistleblowing: This Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

- Non-remuneration of Directors. Board Directors serve without remuneration. Board Directors who are also Full Members of MYMCA who are eligible for membership benefits, which include:
 - Discounts from MYMCA retail partners and MYMCA corporate souvenirs
 - Discounts at the Restaurant at Stevens Road, Café Lodge at YWCA of Singapore (Fort Canning) and Y Café at YMCA of Singapore (Orchard)
 - Participation in workshops and programmes at Members' rates - Eligibility to book conference facilities
 - Preferential accommodation rates at MYMCA and worldwide YMCA partners
 - Usage of swimming pool facility & gym at non-peak or programme hours
 - Updates on community service and volunteer opportunities
 - Regular newsletters and updates on programmes and promotions
- Key staff are not involved in setting their own remuneration, which is instead determined by the Board Exco.
- The Organisation does not make loans or donations to external or related parties, except as approved by the Board of Directors and reported in the financial statements.
- Term Limit: No director has served more than 10 years on the Board.
- Reserves (excluding endowment (capital), designated and restricted funds): The Organisation targets to set aside the equivalent of six month's operating expenditure as reserves to provide sufficient funds to cover management and support costs, and to assist in funding during an economic downturn or reduction in operating activities due to external environmental factors such as the COVID-19 outbreak, and to hold funds in order to meet anticipated costs of new premises for expansion in programmes.
- Policies & Procedures: The Board ensures that there are established policies and procedures to guide the operation of the Organisation and these are reviewed periodically to ensure their currency and relevancy.

GOVERNANCE & LEADERSHIP

MY World Preschool Ltd was incorporated as a Company Limited by Guarantee and recognized as a Charity in January 2014. The Directors usually met together with the MYMCA Board, with two exceptional meetings in June and November.

In 2022, it met on 29 Mar, 31 May, 16 Jun, 23 Jul*, 27 Sep, 8 Nov, 6 Dec and 31 Jan 2023.

*The Board meeting on 23 Jul 2022 was also a Board Retreat.

NO	BOARD DIRECTOR 2021/2022	PROFESSION, EMPLOYER	DATE APPOINTED	POSITION/ COMMITTEE CHAIRMANSHIP	Years on Board (2023)	Board Attendance
1	Dr. Samuel Yeak Chow Lin	ENT Specialist, Amandela ENT Head and Neck Surgery Centre	2014	President	9	7/8
2	Prof. Leslie Chew Kwee Hoe PBM, SC	Dean, School of Law, Singapore University of Social Sciences	2016	Vice President	7	8/8
3	Mr. Eugene Lim PBM	Director of Resource Development, TWR Asia	2016	Hon Treasurer	7	7/8
4	Dr. Seng Seok Hoon Alice	Assoc Prof (Retired), NIE	2014	Member	9	7/8
5	Dr. Seet Chim Chuan, Irwin	Director, Student Development, Singapore Sports School	2016	Member	7	7/8

NO	BOARD DIRECTOR 2020/2021	PROFESSION, EMPLOYER	DATE APPOINTED	POSITION/ COMMITTEE CHAIRMANSHIP	Years on Board (2023)	Board Attendance
6	Mr. David Wong Wei Li	Businessman, Acekidz Group	2016	Member	7	8/8
7	Mr. Terrence Chee Teng Hsiu	Corporate Investment and Financial Services Advisor	2017	Member	7	6/8
8	Mr. Charis Gabriel Lim	CEO, Research Communication International Pte Ltd	2017	Member	5	7/8
9	Ms. Irene Chong	CEO, Sunrise Group; Chairman & CEO, Project OliveTree	2019	Member	4	5/8
10	Ms. Chan Lin Yun Grace	Group CEO, MYMCA	2020	Member	3	8/8

Advisers

Bankers:

OCBC, RHB, BEA, DBS

Auditors:

Cypress Singapore PAC (external)
Ms Tang Mei Ling (internal)

Lawyers:

Messrs Hilborne Law LLC



Back Row (L-R): Dr Irwin Seet, Mr David Wong, Mr Eugene Lim
Front Row (L-R): Ms Irene Chong, Mr Terrence Chee, Prof Leslie Chew, Dr Samuel Yeak, Mr Charis Lim, Dr Alice Seng, Ms Grace Chan

GOVERNANCE DISCLOSURE

S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")			Yes
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.		-
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest..	2.4	
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
HUMAN RESOURCES AND VOLUNTEER² MANAGEMENT			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
Are there volunteers serving in the charity? (skip item 15 if "No")			No
15	There are volunteer management policies in place for volunteers.	5.7	-
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied

S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted	6.1.3	Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")			Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")			No
Did the charity receive donations in kind during the financial year? (skip item 23 if "No")			No
DISCLOSURE AND TRANSPARENCY			
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")			No
Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")			Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year	8.5	Complied
PUBLIC IMAGE			
30	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



Ms Chan Lin Yun Grace
Group Chief Executive Officer



Ms Chua Ching Khim Veronica
Group Chief Financial Officer



Dr May See Yock Har
Senior General Manager



Ms Wong May Ching Jenny
General Manager



Ms Choy Pei Ling Jane
Head of Operations

OUR CENTRES

NORTH

1. Admiralty*
2. Canberra*
3. Canberra Eastlink
4. Marsiling Greenview*
5. Sembawang Drive*
6. Sun Natura
7. Woodlands*
8. Woodlands Circle*
9. Yishun*
10. Yishun Fern Grove*
11. Yishun Northland*
12. Yishun Palm Breeze*
13. Yishun Valley Spring

CENTRAL

14. Bidadari Alkaff Vista
15. Bishan*
16. Boon Keng*
17. Leng Kee*
18. McNair Towers*
19. St George's*
20. Telok Blangah Rise
21. Tenteram Peak*
22. Tiong Bahru View*

*SPARK Certified Centres

EAST

23. Pasir Ris*
24. Simei*
25. Tampines Central*
26. Tampines Changkat*
27. Tampines GreenView
28. Tampines GreenWeave
29. Tampines North*

NORTH-EAST

30. Anchorvale Parkview*
31. Ang Mo Kio*
32. Ang Mo Kio Central*
33. Buangkok Woods
34. Compassvale Ancilla*
35. Hougang*
36. Hougang DewCourt*
37. Matilda Court
38. Punggol Edge*
39. Serangoon North
40. Upper Serangoon View*
41. Waterway SunDew*

WEST

42. Bukit Batok West Plains 1
43. Bukit Batok West Plains 2 (new)
44. Bukit Panjang*
45. Kang Ching*
46. Teban Gardens*
47. Bukit Batok West Quarry

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An Anchor Operator Appointed by

