

Build to Last.

THE GIRLS' BRIGADE SINGAPORE
ANNUAL REPORT 2024

CONTENTS

2	3	4	7	8
PRESIDENT'S MESSAGE	CELEBRATING 2024 IN NUMBERS	OUR CORE VALUES	GB99 STRATEGIC THRUSTS	BUILD TO LAST COMPANY MILESTONES

HUMILITY - Nurturing the leaders our world needs. (Training)	10
COURAGE - Staying Relational, Relevant and Responsive. (Uniform)	14
HONOUR - Leaving people and places better. (Community Service)	17
DEEP GENEROSITY - Our gift to the next generation. (Companies)	22
GIVING AND FINANCIALS - Every good work begins with a Good Giver.	24
GOVERNANCE - Building for others to build on.	27





Dear Friends and GB Family

In just 2 years, The Girls' Brigade Singapore will celebrate 100 years of service toward Girls and their families in our nation.

Like an athlete who works hard for months, only to inevitably stop running as soon as the finish line is crossed or the final whistle is blown - the goals we achieve are, and will be, momentary celebrations. Though important, arriving at a new milestone does not guarantee that progress will continue.

Every movement like The Girls' Brigade continues to exist because of people who have dedicated a season of their lives or personal resources to build it and to serve others through it.

Lives continue to be nurtured and transformed because we see something in Girls which they might not see in themselves, so we choose to keep serving, for no other reason than because we see the value in it.

And we must be good role models to see right fruit being birthed in ourselves and our younger members in the GB Family.

To this end, we're glad to unveil our Core Values which guide our actions, attitudes and behaviour as servant leaders.

You will discover them throughout this publication and as you do, I pray that they will inspire you to join every GB Girl and Officer, as we aspire to be warm, approachable, serving leaders - remembered for our humility and desire to leave people and places better than when we first found them.

May we never be content to simply celebrate our achievements, but to dream of, and work towards a future that will continue to enrich the lives of many more.

Let's build to last, one generation more, in every generation to come.

Sharon Liat
Brigade President

God is able to make all grace abound toward you, so that you will always have all you need for yourselves and more than enough for every good cause. 2 Cor 9:8 (NKJV/GNT)



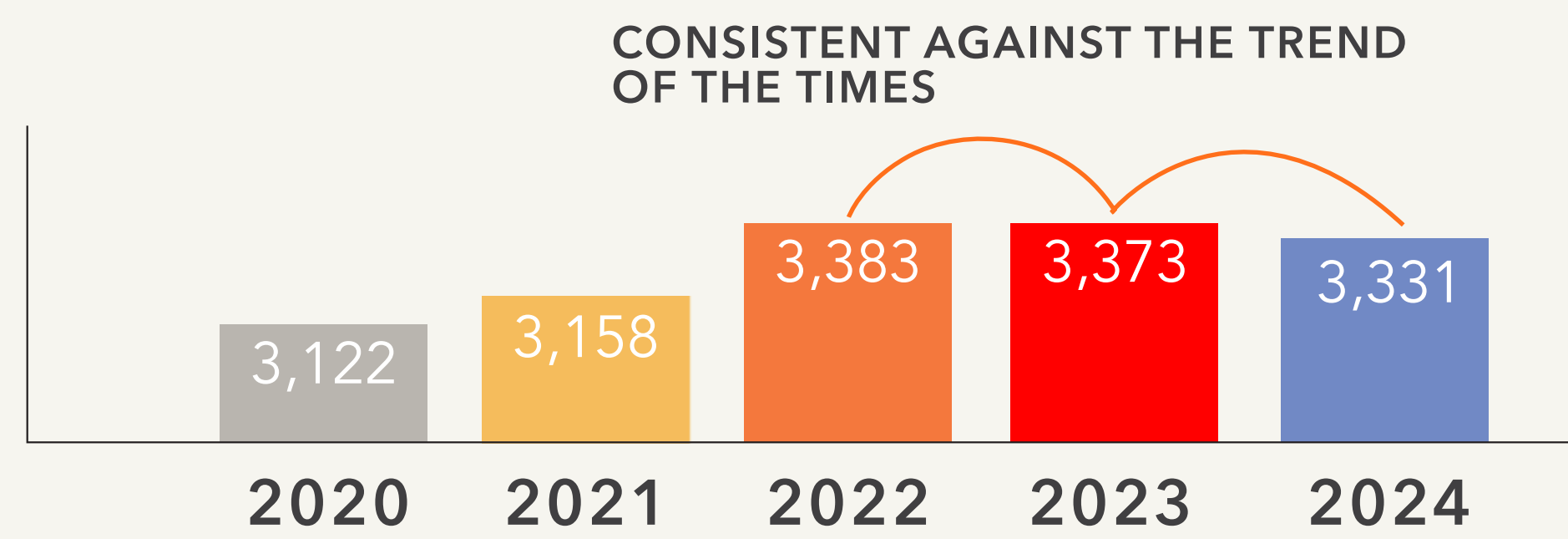
The Charity Transparency Awards 2024

We are honoured to receive the Charity Transparency Award, for the second year running.

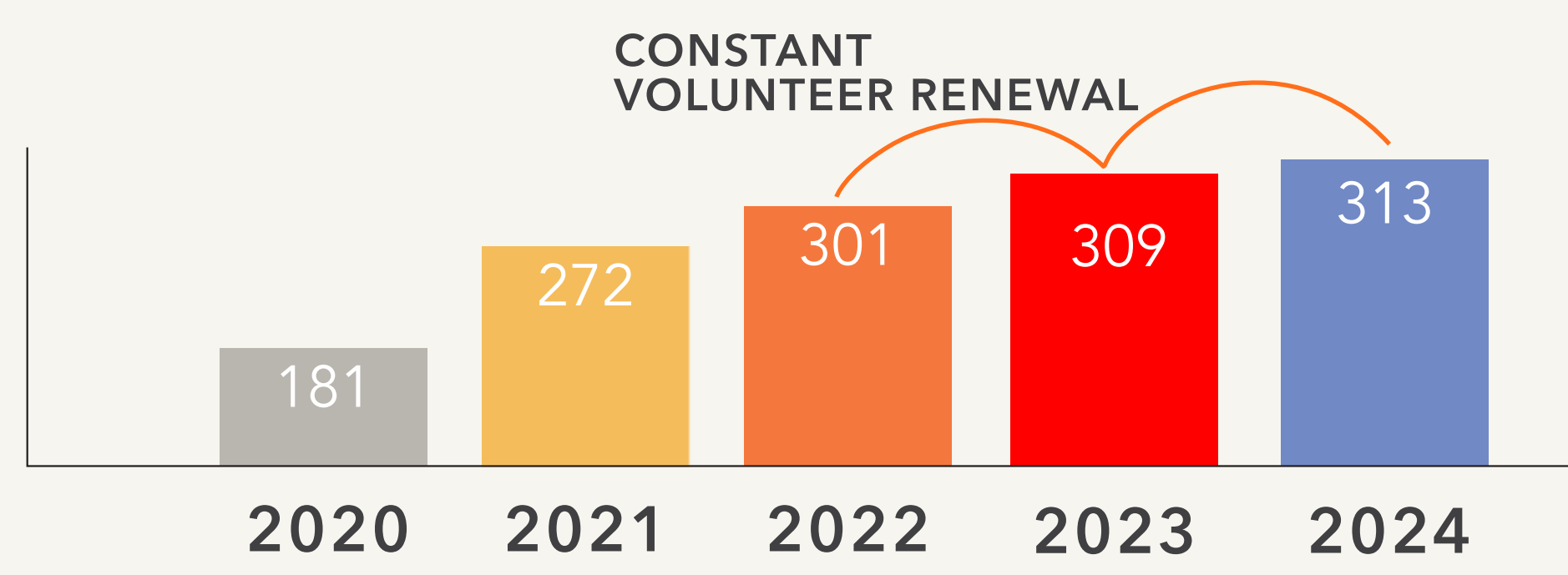
Organised by the Charity Council, the Charity Transparency and Governance Awards recognises charities for their efforts in upholding governance and building public trust in the sector.



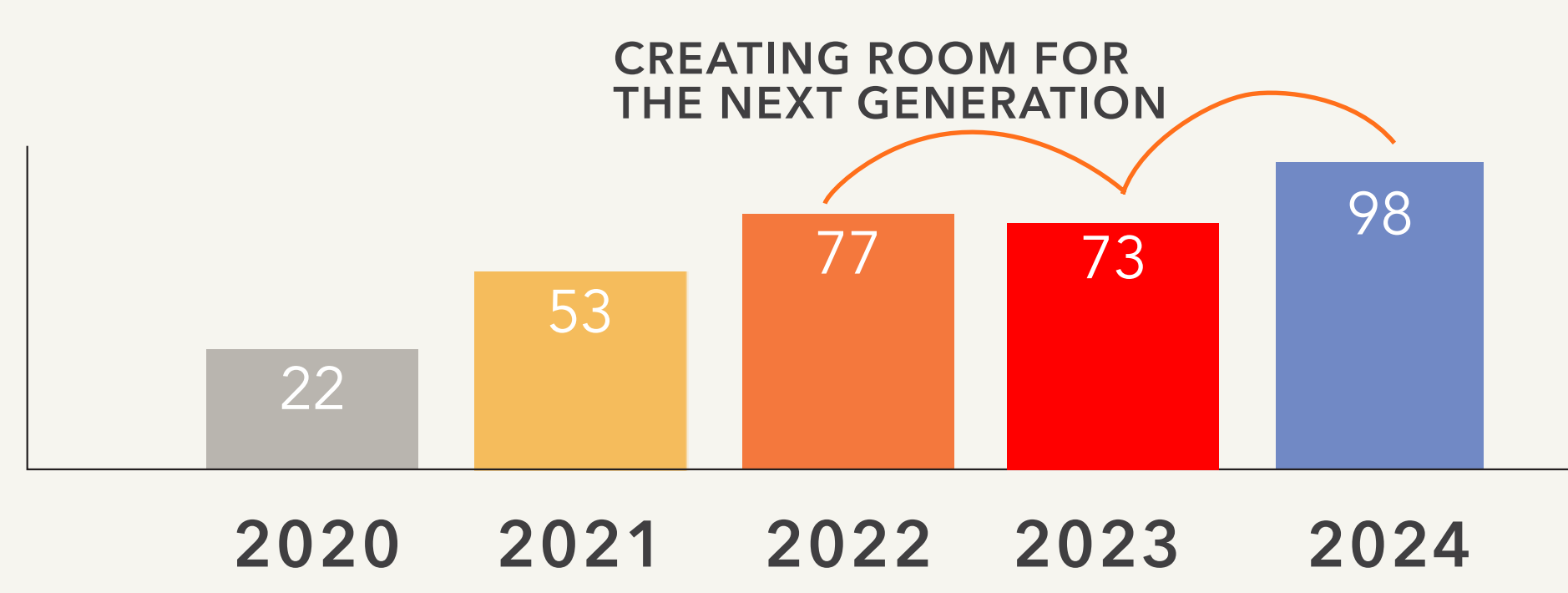
3,331
PRIMARY & SECONDARY
GIRLS



313
OFFICERS



98
POST-SECONDARY
GIRLS



20,925

HOURS OF SERVICE
TO THE COMMUNITY BY GIRLS ALONE

72
COMPANIES IN PRIMARY
& SECONDARY
SCHOOLS, AND OTHER
INSTITUTIONS

1,518
HOURS OF TRAINING
ATTENDED BY
VOLUNTEERS

17,334
HOURS OF REGULAR
SERVICE BY ADULT
VOLUNTEERS



**Celebrating
2024 in
Numbers**

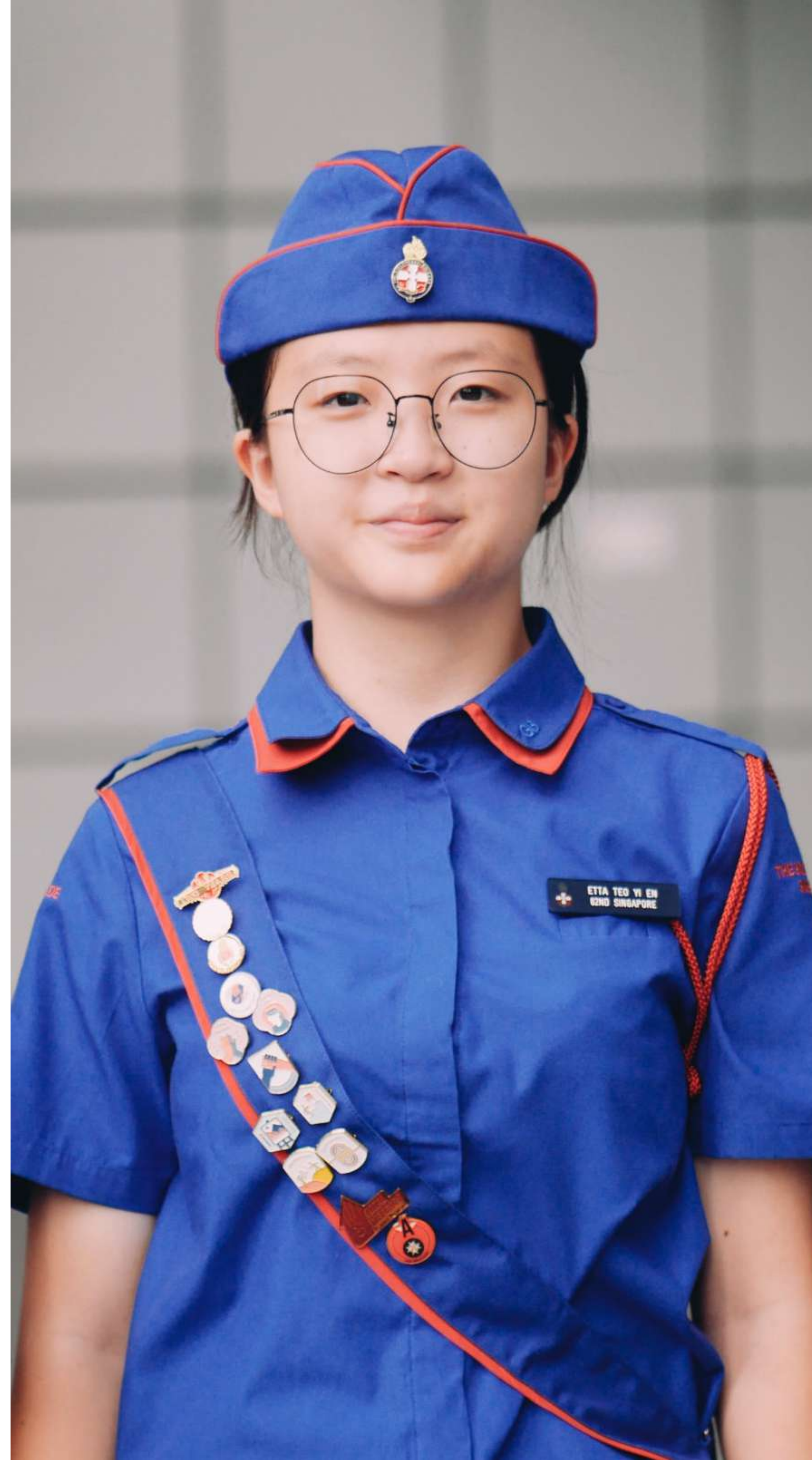
Every Girl a Leader.

Why we exist

So Every Girl is given the best opportunity to fulfil her fullest God-given potential.

What we do

We provide **Every Girl a Leader** who will **Establish Companies** that create an environment that will **Embrace, Engage, Equip** and **Empower** Girls; so that through our programmes and service, they will develop physical, mental, social and spiritual maturity; and express all they have learnt through practical service to the world around them.



Our Core Values

Guiding who we are and how we serve.

Every GB Member a warm, approachable, serving leader - remembered for her humility and desire to leave people and places better than when she first finds them.

Humility

We believe it is more important to be always real, than to be always right.

We carefully consider how we affect others in the way we listen, speak and act.

We learn, ask and search for ways to get better, so we can serve better.

Courage

We believe that those who wait for perfect weather will never plant.

We are bold enough to try new things and change old habits.

We are comfortable in front of a crowd and in front of a mirror that shows us who we really are.

Honour

We love the people and places we serve, leaving them better than when we first found them.

We lead visibly through our words and actions.

We honour the effort of others with our excellence.

Deep Generosity

We will not allow our own limitations to replace God's bigger vision for us.

We are generous toward the next generation and serve them without a need to feel more important than others.

Our hearts are big enough to help them lead us - we serve with no strings attached.

Her Calling, Her Destiny.



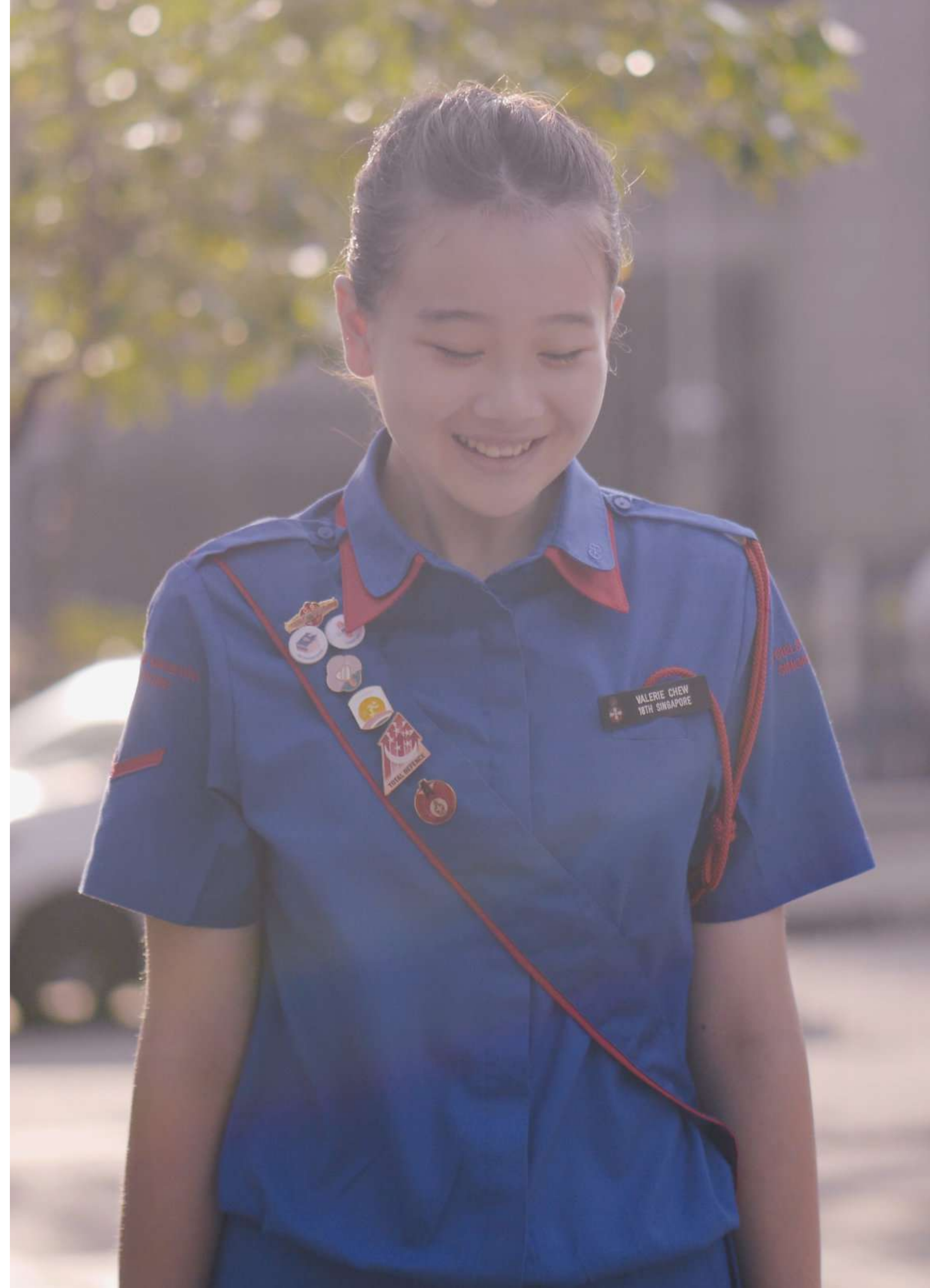
“Without the Girl there could be no Girls’ Brigade.”

The Brigade must use every means it can to attract the Girl, and to retain her lively interest.

The activities offered must be as varied and exciting as possible.

All Girls of whatever intellectual attainment or physical ability should be catered for, and no Girl should be excluded who wishes to be part of the movement.”

Excerpt from *“Tomorrow is Ours”*
The Girls’ Brigade Scotland, circa
1970s- 80s.



GB'99 Strategic Thrusts 2020-2026.



CULTURE

- Embody the joy, personality and purpose of the GB Movement.
- Organisational development and transformation Z
 - A strong Board, strong Management & fulfilling Volunteer experience.



COMPETENCY

- Build people and systems for Good Governance and Mission Excellence, including:
 - Digital strategy planning
 - A new community ready programme and resources for a new generation of Girls
 - New framework for volunteer training and development
 - Developing and leading through a 2nd generation or more in every Company, National Committee and National Office



CONTRIBUTION

- Sustain our impact in the community and schools.
- Stronger collaboration with public, private and people sectors.



Build to Last 2025

The 1st of Three Company Endeavours :

People > more than Programme

L.E.T leaders lead.

- Let them lead NOW
- Empower them
- Transform their beliefs about who they are & how they do things.

- Let them play the game, to learn the game.
- Build the Company Structure.
- Serve and coach the few, to serve the many.
- Trust the process.
- Spend time to Affirm them.
- Spend time to Adjust their actions.

Build your Alumni

- The best time to start is NOW.
- Your years can be redeemed, and your future bright.
- The best GB years begin after school.

- Engage your alumni at least once in 2025.
- Start your alumni contact list and always pass it to the next generation.

Live out our Core Values

- You are carefully & wonderfully made - as much as your Girls are.
- Be a lover, not just a worker.

- Our Core Values describe our thoughts and actions, not when we are at our perfect best, but when we are most willing.
- Use them, think about them, live them - others will follow.

**You will abound in every good thing.
So that in all things and at all times, having all that you need.**



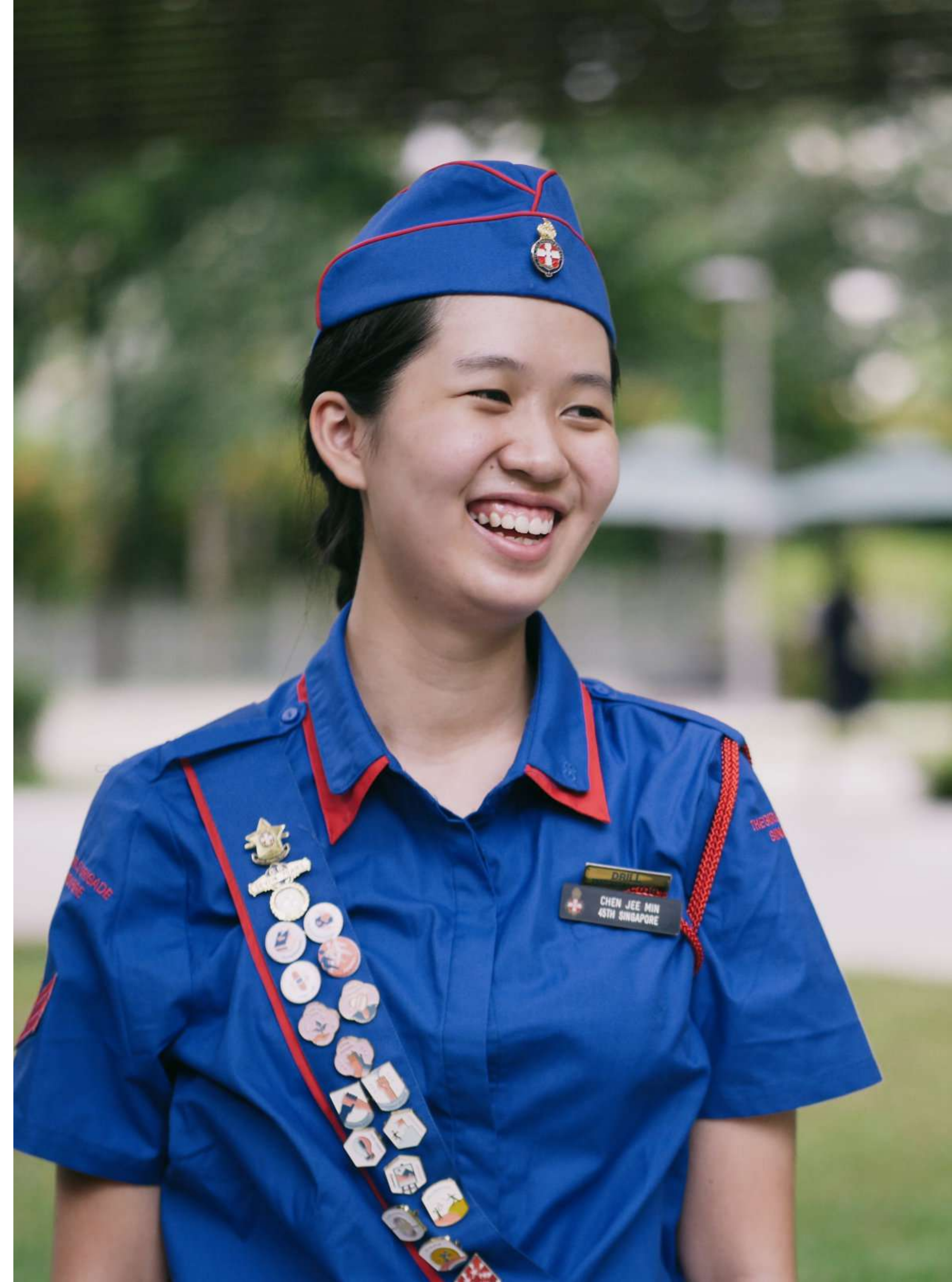
Humility

Chen Jee Min

NON-COMMISSIONED OFFICERS'
TRAINING CAMP 2024 FACILITATOR

“In today’s technologically advanced world where artificial intelligence can generate perfect answers in a matter of seconds, what truly sets us apart is our authenticity. As leaders, being real is about relating to others and inspiring trust.

We need not have the right answers all the time but it is important for us to be able to genuinely connect with others through shared experiences. This way, we as leaders can create a space where others feel understood and valued.”



Humble heroes, not Perfect persons.

JUNIOR
LEADERSHIP
TRAINING CAMP
2024

Right from our Junior Programme, Girls embrace their strengths and inadequacies - knowing that humble leadership begins with being honest and vulnerable about what we know and what we don't know.

JLTC: 242 Girls
NCOTC: 100 Girls
LC: 400 Girls



242 Primary-aged Girls gathered at JLTC 2024, to give it their all - leading their adult parents in an journey of fun and discovery.



"I had mixed feelings during the camp, but I felt a lot of joy as I'd stayed through and learnt many new skills. I learnt to challenge myself, accept challenges and how to lead others. I also learnt how to interact better with others and met many new friends."

Claire Yip
The 41st P Coy.



Click or scan.
Hear from our
Girls at JLTC
2024.



LEADERSHIP CONFERENCE 2024

“Find the strength to be ordinary, and to be faithful and willing.”

Joy Lim, GB Alumni and volunteer amongst the red light community in Singapore.

Speakers at the Leadership Conference 2024 demonstrated through their life-journey that it's the ordinary things, done faithfully that make a huge impact.

400 of our Secondary Girls were challenged to show up consistently for others, love people we don't like, and choose to go first when hard things need to be done.

“Be kind, be humble, and have a bigger vision of what you're here on earth for.”

Jennifer Heng, Director of Safe Place, a shelter for expectant mums in need of support.



“Leadership is not about putting up a front but using your experience to encourage and inspire those you lead.”

Renee Chionh
Non-Commissioned Officers' Training Camp 2024 Facilitator

3 Generations serving the next.

After a 8-year hiatus, the NCOTC returns! Providing 100 Girls a night under the stars and a chance to experience the Global Leadership Summit Next Gen for the æst time. Three generations of servant-leaders (Tertiary, Upper-Secondary Girls & Officers) came together to serve our 14-year olds.

“Leadership should not be a pedestal you put yourself on - it’s the opposite”



Renee Chionh
The 31st S Coy.

I was able to get to know the different opinions of the Girls and also learn more about my leadership journey. I learnt how to have a servant heart to serve those around me. This experience also taught me why vulnerability is so important.

“We don’t always have the perfect response, but in reality, the most impactful moments come when we’re real and relatable.”



Chen Jee Min
The 45th S Coy.

NCOTC was a truly remarkable experience for me. As one of the facilitators and hosts for the other GB girls from different companies, facing such a large crowd for the æst time was initially daunting. One key lesson I took away from this experience is that leadership isn’t always about having the answers. It’s about being open-minded and having the heart to listen, learn, and grow together with the rest.



Click or scan.
Watch NCOTC
participant Esther’s
Takeaways!



Courage

Loh Xuan En

NON-COMMISSIONED OFFICERS'
TRAINING CAMP 2024 COMMANDANT

Something that I've been consciously working on in the past two years is learning to value people over programmes. I'm naturally a very task-oriented person, especially when it comes to organising events. Constant feedback from friends and fellow organisers have helped me to redirect my focus, to use events as an opportunity to connect with, and encourage the people involved, instead of striving for flawless execution. While it's still something that doesn't come naturally for me, I'm thankful to experience the freedom and joy of prioritising and seeing the people whom I'm serving with, as well as the people I'm serving.

Today, feedback no longer amplifies my insecurities. With feedback, I can identify areas I need to improve on or change without feeling like it's an attack on my identity or abilities.



Staying Relevant, Relational and Responsive to the changing needs and wants of youth and young Girls.

AWARDS CEREMONY 2024

Photo source: Lianhe Zaobao & SPH Media Limited. Reprinted with Permission.



Click or scan. Read and watch the news.



Lianhe Zaobao



8world



Event highlights!

640 guests and Girls attended the Awards Ceremony 2024 to recognise 74 Primary Girls and 65 Secondary Girls for achieving their Junior and Pioneer Brigader Brooch (JBB & PBB), the highest honour a GB Girl can receive.



“The new GB uniform reflects the fresh and youthful energy of GB girls and the strength of the GB movement. ¹⁴

It celebrates the vitality and passion of our young women and girls who contribute to our society through their service in GB.

The refreshing update reflects The Girls' Brigade's commitment to evolve, change and grow.”

Guest of Honour, Ms Low Yen Ling,
Senior Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry, Mayor of South West District.



640 Guests
PBB 65 Sec Girls
JBB 74 Pri Girls

The Girls' Brigade welcomes a new uniform, marking the first major change to the GB uniform since its founding in 1927.

The new uniform celebrates GB Girls and the future of the GB as a fun, approachable, authentic family that celebrates youthful energy and freshness.

We hope Girls everywhere will love to be seen wearing it.

Sharon Liat, President,
The Girls' Brigade Singapore.



We changed our uniform because we wanted to communicate a fresh perspective of our work towards the girls, to show that the organization is willing to make necessary changes and make hard decisions to meet the evolving needs of the next generation.

Joann Gor,
Vice-President,
The Girls' Brigade Singapore.



Click or Scan.
Watch the uniform
launch video.

I think it's a bittersweet moment when we change the uniform because there are so many memories forged in the old GB uniform. As we serve this new generation of Girls, we also want to relate well to them, so we have to change the way we do things while remaining true to our core values.

Heng Ci Pei, Assistant Secretary,
The Girls' Brigade Singapore.



It's practical. It looks good, but I hope that as they wear the uniform that they will be a good example and reflection of the learnings and teachings that they have picked up in the Brigade, that they will wear it with their heads held high with pride.

Hee Piang Chin, International Vice Patron; Commissioner, GB Singapore (1984 - 2010); International President (2002 - 2006).



Honour

Png Suat Kheng

TEACHER-IN-CHARGE OF THE 83RD P COMPANY

“It’s important to create spaces where Girls feel heard and valued, where they can express themselves freely and engage on a deeper level.

The challenge is knowing how to bridge the gap between their world and the one I want to create for them, and this requires ongoing reflection, learning, and adaptation. It’s this very challenge that drives me to be creative, resourceful, and committed to finding the best ways to help them grow, learn, and thrive.

It’s more than just creating fun or engaging activities for them—it’s about seeing how these experiences help shape them into confident young women who believe in their abilities and their worth.”



Inspiring Singaporeans to be exemplary givers no matter the circumstance.

The GB Friend in Deed Project (GBFD) 2024

The Girls' Brigade Singapore partnered New Hope Community Services' Kampung Siglap Lifeskills Training and Retreat Centre to stage *Community Bake* - launching the 2024 edition of the GBFD Project - assembling an inter-generational group of Girls, volunteers and vulnerable Singaporeans to bake chocolate chip cookies for 500 beneficiaries.

The event entered the Singapore Book of records for the largest number of people baking together.

The GBFD project rallies Singaporeans to fulfill the specific wishes of more than 3,000 vulnerable Singaporeans during the June school holidays.



This year, GBFD served
3,692 Beneficiaries
2,728 Girls and delivery volunteers

“The Girls’ Brigade Friend in Deed project is about more than just providing financial and material support. It seeks to elevate the vulnerable and under-served with dignity and freedom of choice, and recognises individuals’ personal and evolving needs.

This year’s Community Bake is especially significant in how it involves vulnerable Singaporeans coming together with Girls’ Brigade Girls and volunteers, and being empowered to serve others in the community who are in need.”

Guest of Honour, Ms Jane Ittogi,

Patron of The Girls’ Brigade Singapore

Click or scan.



Hear from our Girls, Partners and Beneficiaries



GBFD on AsiaOne

Our Amazing Supporting Organisations

V'MEDIA
creations.moments.stories.



SOUTH WEST
COMMUNITY
DEVELOPMENT
COUNCIL

NEW HOPE
COMMUNITY SERVICES

NEW HOPE
COMMUNITY SERVICES

SG Cares
Volunteer Centre
@ Kreta Ayer

filos

SG Cares
Volunteer Centre
@ Bedok

CCSS | care community
services society
singapore

SG Cares
Volunteer Centre
@ Geylang, Serangoon

Campus
Impact

SG Cares
Volunteer Centre
@ Yishun

Kampong Kapor
Community Services
Affiliated to Kampong Kapor Methodist Church

SG Cares
Volunteer Centre
@ Jalan Besar



Making a Difference One Wish at a Time.

"It's actually a wonderful project with The Girls' Brigade Friend in Deed project. The Girls actually ask our beneficiaries what are some of their needs and wants, and then they meet it in a very practical way, blessing them with gifts."

Lilian Ong, *Director of social work,*
New Hope Community Services.



Girls from the 84th S Company packing GBFD Hampers for Delivery



The 48th S Company selling hand-crocheted items to raise funds for purchasing Wishes



Volunteers from Wise and Ban Leong Technologies signed up to deliver over 120 wishes to our beneficiaries.



Girls from the 57th P and 90th P Coys. delivering wishes.



One Girl went home and told her father that she was really surprised by the living conditions she saw. She really had a new appreciation of her own circumstances. Such moments not only shape individuals but also create a deeper understanding of social challenges.

Parents have also told me of their approval of their daughters' involvement in such experiences.

Her dad said, "I tell my daughter all the time that she has no idea how blessed she is, but she just doesn't understand. But after you brought her out just once, she told me, "Yes, it is more blessed to give than to receive.""

Png Suat Kheng
Teacher-in-Charge, The 83rd P Coy.



Want your organisation or business to be part of GBFD 2025? Follow our Instagram page and reach out to us at gbfd@gb.org.sg

Serving the Homeless Amongst Us.



Homelessness
Forum 2024
and Nightwalks

There is inherent dignity in everyone, no matter their circumstances. GB Singapore continues to partner New Hope Community Services and other co-organisers of the Homelessness Forum in 2024 - entitled Sustainable Futures.

Every December, we partner Homeless Hearts of Singapore, fulfilling a commitment to provide an opportunity for our Girls to serve the homeless.



"Despite the light drizzle at the start, we managed to engage with three homeless individuals in Chinatown. Initially, we were hesitant and unsure how to ask questions without seeming intrusive. However, as the conversation unfolded, we grew more comfortable and realized they were more than willing to share."

Their openness and acceptance of their situation, coupled with their optimism and hope for the future, were truly inspiring."



Goh Zi Qi,
SPARKS Warrant
Officer

Challenged and Changed by Poverty.

FAST, FOOD & FUZZ CAMP 2024

Escaping poverty takes more than hard work. 300 Girls at the annual GB Fast, Food, and Fuzz Camp had a taste of the struggle against poverty, an issue that affects almost 700 million people in the world today*.

Girls also had the opportunity to be inspired by the hopes and dreams of the people who live in challenging communities and the life-choices they make each day.



Scan or click. Catch a
glimpse of FFF Camp 2024.



"Although they don't always receive the help they need, people in need always help others – even when they don't have enough for themselves."

Soh Jing Wen
The 59th P Coy.

* Poverty, Prosperity, and Planet Report 2024: Pathways Out of the Polycrisis. (n.d.). World Bank. <https://www.worldbank.org/en/publication/poverty-prosperity-and-planetand-planet>



Giving voice for a future where no one gets left behind.

GB Girls expressed their concern for the most vulnerable members of our society using their creative talents in the Dr Low Guat Tin Challenge this year.

Themed ***zBetter Together, for a Better Tomorrowz***, the competition received artwork, writing, videos, and inventions, each aiming to educate, encourage, foster empathy, or imagine a better Singapore.

Subjects of the competition entries included the elderly living alone, migrant workers, and people with disabilities or special needs.

“Their disability does not define who they are, but rather, how they leave an impact on the world and a legacy others will remember.”

Winner of the Primary WRITE Category
Tanya Indira., 22nd P Coy., Anderson Primary School



Click or Scan.

Listen to Tanya's Song!

BETTER TOGETHER, FOR A BETTER TOMORROW
Dr Low Guat Tin Challenge 2024



Click or Scan.

Domestic workers work hard to support their families but at what cost? Watch **“A Maid's Tale”** for a look through their eyes.



Click or Scan.

How's it like to be a student with special needs? Watch winning entry, **“Everything that They Can't See”** to find out more.

In the quiet corners of their souls,
A lifetime of stories, waiting to be told,
Every wrinkle tells a tale,
Of battles fought, of realised dreams.

With every ache, and every sigh,
They longed for wings to help them fly.
Their eyes, though dimmed,
glisten in the night,
If only, we let them be our guiding light.

To see beyond the aging frame,
To cherish the essence, all the same.
In the twilight of their days,
May empathy light our caring ways.

With gentle hands, the care they share,
With tenderness, our love we share.

So let us honor, let us hold,
The elderly with hearts of gold.

“The Hearts of the Elderly”
Team Entry from The 1st P Coy.,
Methodist Girls School (Primary)

Deep Generosity

Huang Jianwei

OFFICER OF THE 2ND S COMPANY

“We had very outstanding Girls in my cohort, all of them were the kind who exceeded expectations. And I remember that it was a time when we were supposed to choose the next Company Leader. Ms Wong , my Captain, called me to the office, sat me down and said “You know, we want you to know that it was a unanimous decision by all the Officers that we want to appoint you as the Company leader.””

“That was one of the turning points in my life, because although I felt like I was nobody, she saw something in me that I didn’t see in myself at that time.”



Baking Sweet Memories

Girls from the 47th S Company band together with their families to make delectable snow skin moon cakes all in one afternoon. Spending time with loved ones never looked so sweet!



Family Bonding Time!

Girls from the 91st S Company bonded with their parents by decorating photo frames, showing off their artistic flair before ending with a hand chime performance!

"It was my first time learning to play a music instrument. I was happy I got to perform using handchimes in front of my mother."

Rynelle Leow,
The 91st S Coy.,
Grace Orchard School



The 1st Coy. GB Family Day

Thank you parents for your support! 150 family members learn more about GB through drill and craft activities at the 1st Company's inaugural GB Family Day.



Strengthening relationships week after week

Camp Master-chefs

It's all hands on deck as Girls from the 3rd S Coy. work alongside their parents to serve up delectable bites like Popiah (Chinese spring roll), Hwachae (Korean punch) and meat buns!

Bonding through Drill

Drill Camps don't just foster better drill skills. Girls from the 10th and 19th S Companies formed strong inter-coy friendships within the Girls' Brigade Family.

"Despite being in two different schools, the Girls were comfortable and bonded well with each other. This sisterly atmosphere made Drill camp much more enjoyable. Going through various inspections, drills and the discipline fostered our connectedness and good memories."

Senthilkumar Preethika,
The 19th S Coy., Unity Secondary School



Hand-sewn with Love

Girls from the 46th S Company put their new needlework skills to the test, embroidering pouches to present to their parents as an appreciation gift.

Creating Fun Spaces for the elderly

To make afternoons a little brighter for the elderly, Secondary three Seniors from the 62nd S Company organised a mini carnival community outreach.

“Reaching out to the elderly was very meaningful. We do not know what they face on a daily basis, so I’m glad we were able to give them a safe space to have fun and relax. I’m grateful to be able to give back to the community.”

Yase Kristin Gean
Jalloses, The 62nd S Coy.,
Hillgrove Secondary
School



Carnival Booths for a Good Cause

Elders want to have fun too! Girls from the 42nd S Company host carnival games at **Stride for Good**, a Walk or Cycle event that raises funds for vulnerable beneficiaries from Bethesda Care Centre.

Fireman for a Day!

Girls from the 51st P Company experience what it’s like being a firefighter on the frontlines during their tour to Jurong Fire Station.



School Cleaners Appreciation Day

Planning & distributing care packages, performing a song - Girls from the 12th P Company went all out to honour their school cleaners. Girls also stepped up to lead an interview session with 2 staff, who shared about their daily lives.

“I feel very lucky to be able to express my heartfelt gratitude to the cleaners. They are amazing people whose hard work and resilience often go unspoken — they truly deserve recognition!”

Rachyl Foo,
The 12th P Coy., Nanyang Primary School



Adventure at Admiralty Park

Girls from the 22nd P Company stretch their legs on a nature hike from Admiralty to Woodlands Waterfront Park, where they saw the Singapore-Johor straits!

New Skill Unlocked!

Girls from the 83rd P Company mastered the art of handchimes, performing at the GB Award Ceremony and their school’s 30th Anniversary celebration.

The 2nd Coy. celebrates 90 Years

It was all about commemorating an unbroken legacy - of celebrating GB members who pour so much into building up the next generation.

Alumni and existing Girls enjoyed a wonderful night of thanksgiving, ælled with performances, speeches, and bonding activities.

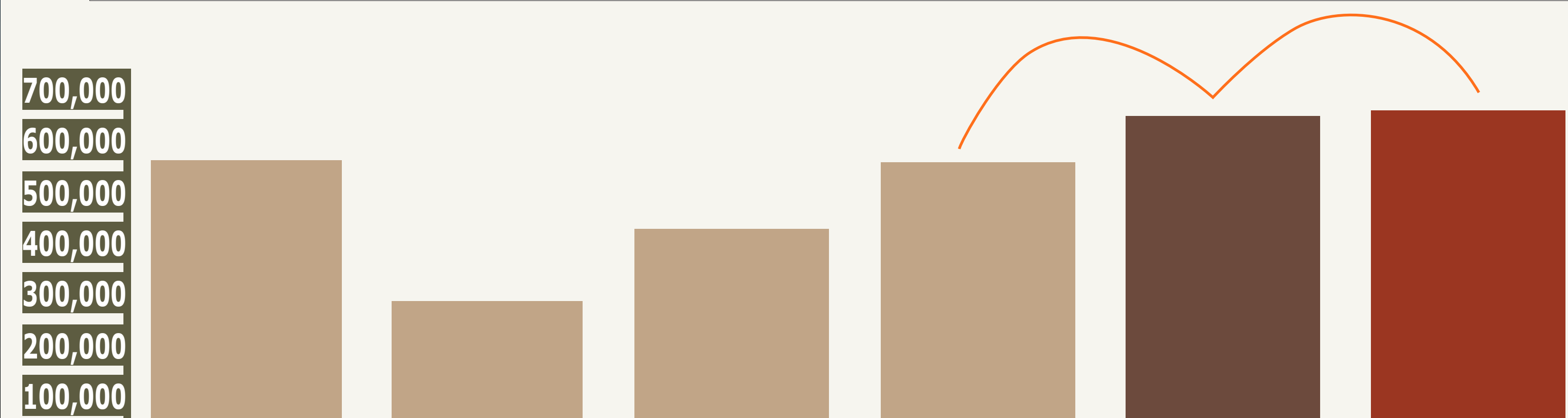


GB Fortnight 2024

Our primary source of fund-raising among friends, family and supporters of The Girls' Brigade Singapore.

Your support impacts our work toward Every Girl - thank you for giving, so we can give the best to our community, in a sustainable manner and with excellence.

Together, we can let our light shine to this generation and beyond!



Officers Gloria, Jia Jia, Mandy & Jianwei from The 2nd S Company benefited from the Deep Generosity of others. Today, they choose to pay it forward by serving a new generation of GB Girls.

The 2nd S Company celebrates its 90th Anniversary in 2024.

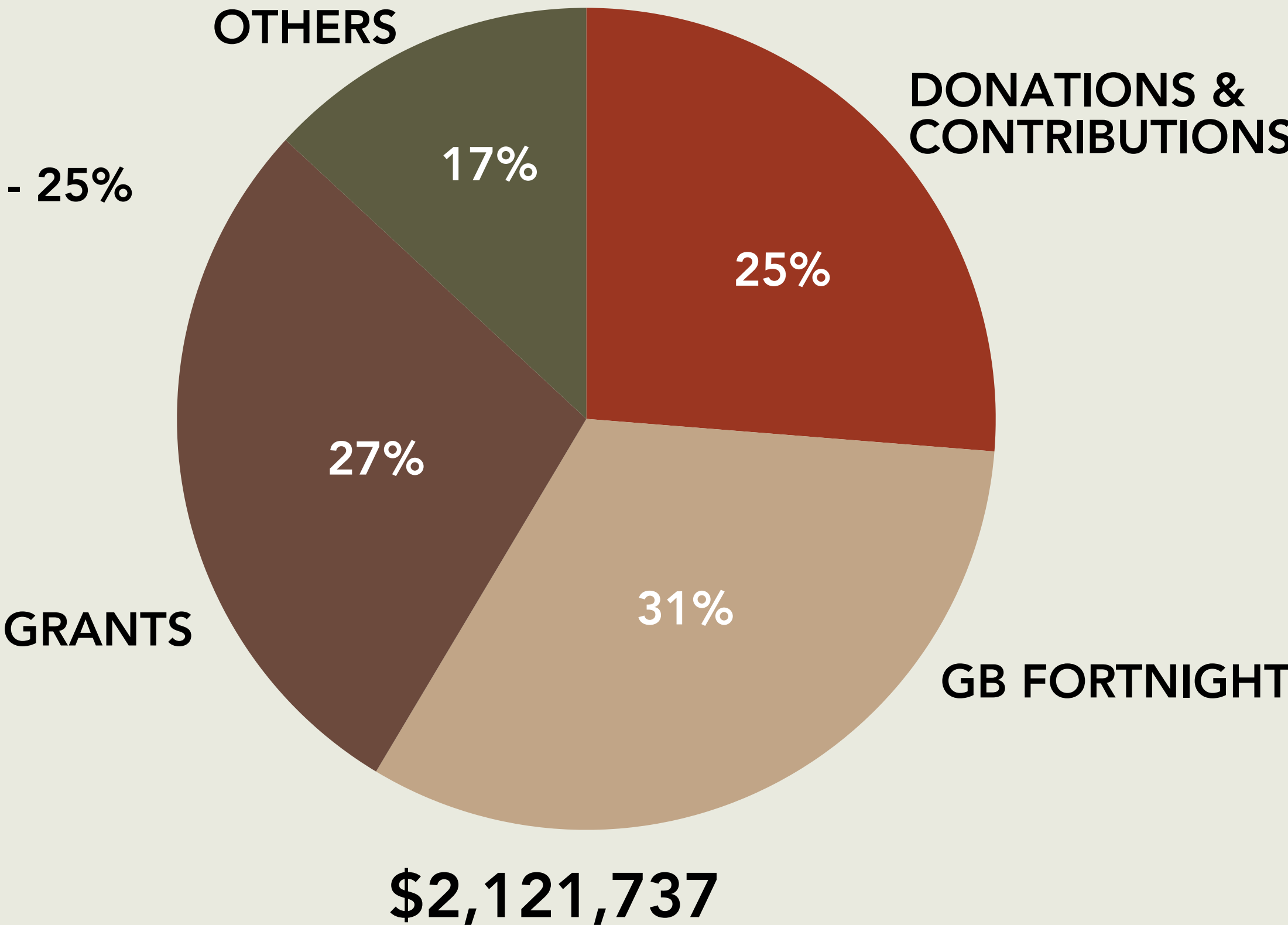


Click or scan.
Watch their story!

Financials

2024 INCOME

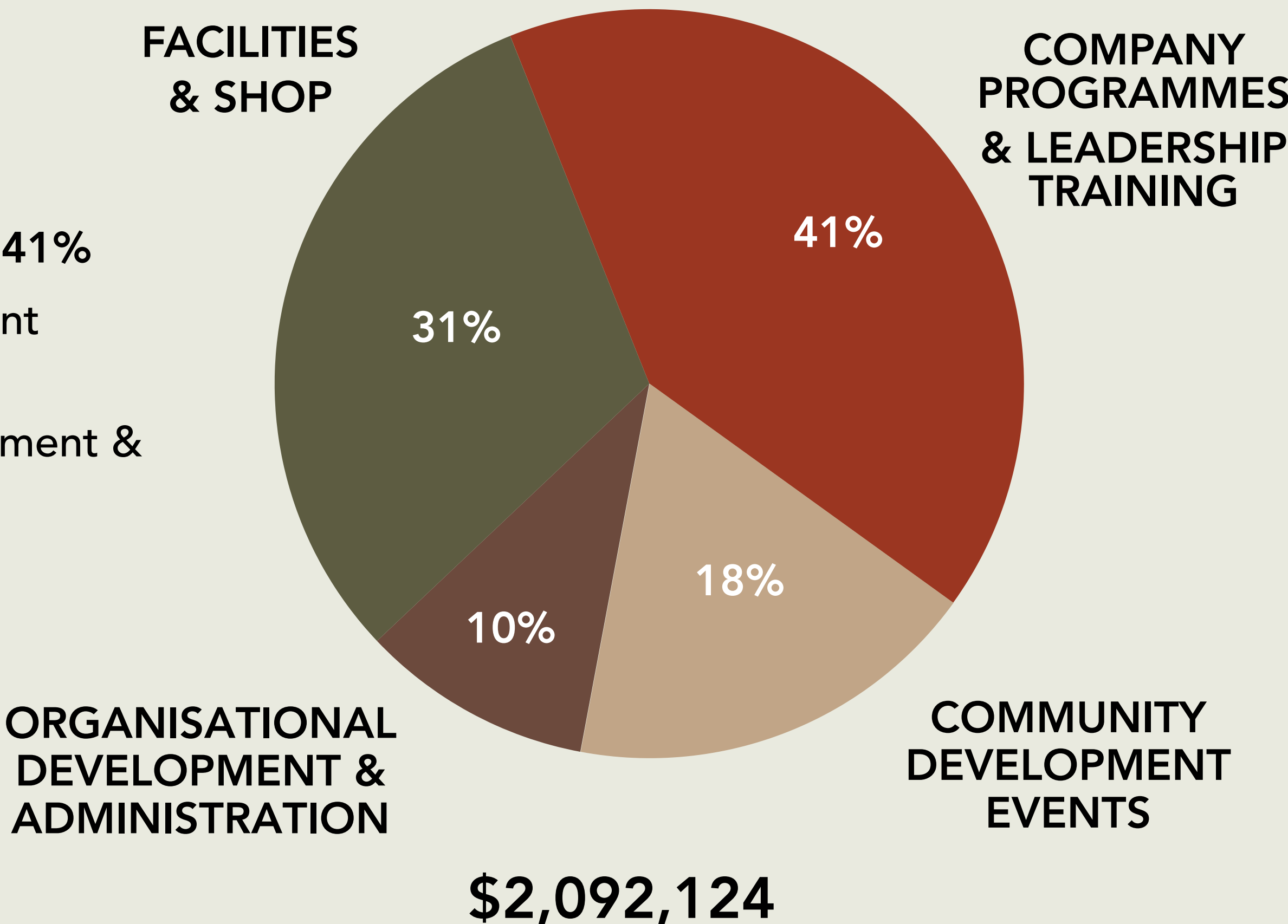
- Donations and Contributions - 25%
 - GB Fortnight - 31%
 - Others - 17%
 - Grants - 27%
- Total: \$2,121,737



2024 EXPENSES

- Company Programmes & Leadership Training - 41%
- Community Development & Events - 18%
- Organisational Development & Administration - 10%
- Facilities & Shop - 31%

Total: \$2,092,124



Statement of Comprehensive Income and Expenditure

For the financial year ended 31 December 2024

INCOME	2024	2023
	\$	\$
Brigade Fortnight Collections	648,802	649,029
Donations/ Contributions	536,303	585,983
Grant Income	574,967	626,376
(Deficit) / Surplus from GB Shop	-2,876	14,147
Interest Income	266,838	275,505
Registration Income	97,703	100,561
	2,121,737	2,251,601
LESS: EXPENDITURE		
Training & Development Programmes	126,690	156,320
Brigade Activities	30,586	40,329
Community Development	68,385	57,446
Company Programme Expenses	360,793	334,292
GB Company Care Support Costs	6,105	7,905
GB Headquarters Expenses	622,396	587,059
Manpower Cost	877,169	841,250
	2,092,124	2,024,601
Surplus from General Fund	29,613	227,000
Surplus/ (Deficit) from:		
- GB Companies Programme Fund	28,464	-11,069
- Special Fund	-5,355	-61,675
	23,109	-72,744
Other Comprehensive Income		
Profit share from BB Sembawang Campsite	14,703	87,688
Total comprehensive income for the year	67,425	241,944



Auditor: Assurance Partners LLP
Visit www.gb.org.sg, or scan or click the QR Code to view our Auditor's Report and Financial Statements.



“A Girl actually asked, “Hey, Ms Jianwei, so how much salary do you get for coming back to GB?”

I was shocked you know, it was the first time a girl asked me that. I was like, uh, we come back as volunteers, so we don't get any money. They were very shocked, like, really? Like every week y'all come back just for this?

Yeah, so it makes me think about my officers. I think one of the reasons I came back is because I model after my officers who came back when I was a Girl. They gave their all, their time, their knowledge, their skills.

At that point I also didn't know that. I didn't expect that they were not paid to do it, but, I always thought about this. How come they are willing to come back? Why? What's the reason?

That really made an impact on me as a girl at that time, and when the opportunity came for me to come back to serve, I took it immediately because I feel that I wanna pay it forward.

BOARD COMPOSITION, SELECTION AND EVALUATION

GBS is governed by a Board whose members are elected biannually according to the Constitution with the aid of a Nominations Committee. The voting members of the General Meeting are known as the Council. The Board comprises:

- The President
- Up to two Vice Presidents
- Secretary
- Assistant Secretary
- Treasurer
- Up to eight ordinary board members

Each brings with them skills and abilities in diverse areas such as finance, accounting, audit, business and management, human resource, technology, fundraising, and legal. Together with the Executive Director (ED) the Board charts the strategic involvement of the organisation and ensures that we run well and responsibly.

Board Members do not receive any remuneration for their involvement. No Board member holds a staff appointment. The Executive Director is an ex-officio member who has the right to attend all Board and Board Committee meetings but does not vote on the Board's decisions.

Except for the Treasurer, all members serve a term of 2 years for a maximum of 10 consecutive years. The term of office for the Treasurer shall not be more than four (4) consecutive years. Thereafter, reappointment to the Treasurer position can be considered after a lapse of at least two (2) years.

All current Board Members have not reached their maximum term of service.

SELECTION AND EVALUATION

All incoming Board members are recommended a list of training lessons to attend, given an orientation to GBS, and provided a handbook that states their roles, responsibilities, and the spirit in which they are to perform their duties.

The Nominations Committee is responsible for selecting Board Members based on the financial composition of the board which would fulfil the following:

- Specific governance skill-sets
- Sector experience
- Diversity e.g. age, organisational passion etc.

Once every two years, board members are required to fill in a Board Evaluation Checklist and self-reflection sheet.

EXECUTIVE MANAGEMENT

Glen Ong Executive Director	<i>Appointed since 01 May 2019</i>
--------------------------------	--

The Girls' Brigade Singapore makes every effort to ensure all our practices are aligned with good governance and management standards according to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC).

EXECUTIVE BOARD 2024

Name	Current Appointment	Occupation	Past Appointments	Attendance
Sharon Liat	President 21 Mar 2024	Vice Principal, Ministry of Education	President 28 Mar 2020 26 Mar 2022	5/5
Joann Gor	Vice President 21 Mar 2024	Director, Biohealth Link Pte Ltd	Asst Treasurer 24 Mar 2018 Vice President 28 Mar 2020 26 Mar 2022	5/5
Sandra Tan	Secretary 21 Mar 2024	Company Chaplain	Secretary 28 Mar 2020 26 Mar 2022	5/5
Heng Ci Pei	Asst Secretary 21 Mar 2024	Subject Head, Ministry of Education	Asst Secretary 26 Mar 2022	5/5
Juliet Ang	Treasurer 21 Mar 2024	Homemaker, 15 years of prior experience in the financial sector.	Board Member 26 Mar 2022	4/5
Cheryl Lim	Audit Committee Chairperson 21 Mar 2024	Executive Director, Deloitte Singapore	Audit Committee Chairperson 28 Mar 2020 26 Mar 2022	4/5
Eunice Yao	Nomination Committee Chairperson, 21 Mar 2024	Partner, Virtus Law LLP Stephenson Harwood (Singapore) Alliance		5/5
Christopher Chow	Board Member 21 Mar 2024	Director, SleepWorks Pte Ltd		5/5

BOARD COMMITTEES

The Board has five Board Committees that look into specific key areas to ensure that matters are given the right support, resources and fiduciary guidance.

Audit Committee

The Audit Committee facilitates external and internal audits for the Board to obtain independent information about the organisation’s activities. The committee also assists to put in place the internal audit plan for the organisation.

Nominations Committee

The Nominations Committee is responsible for selecting Board Members based on the final composition of the board which would fulfil the following:

- Specific governance skill-sets
- Sector experience
- Diversity e.g. age, organisational passion etc.

Finance Committee

The Finance Committee assists the Board of The Girls’ Brigade Singapore in fulfilling the Board’s responsibilities to oversee the management of all fund investment activities of GBS, and to provide advice to the Board on such matters.

Staff Committee

The Staff Management Committee manages all Human Resource and Development matters, ensuring that HR systems and resources remain effective and current to industry practices.

Programmes and Services Committee

The Programme and Services Committee reviews new initiatives or programmes, ensure that new and existing services are well resourced with outcomes are aligned with GBS’ mission and strategic plans, and limitations stipulated by funders where applicable.

BB/GB Campsite Management Committee

The committee develops and implements policies governing the usage and maintenance of the BB/GB Campsite at 1200 Sembawang Road.

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

In keeping with good governance and transparency The Girls’ Brigade Singapore has in place documented procedures for key financial areas including and not limited to our system for delegation of authority and limits of approval, payment procedures and controls, procurement procedures and controls, as well as receipting.

Planned timing of use for restricted or endowment funds

The Girls’ Brigade Singapore does not have a planned timing of use for its restricted or endowment funds. Disclosure of timed planning of use is made in our audited reports only when donors or grant makers have specified a timeline for use of these funds.

Purpose of Restricted / Endowment Funds

GBS discloses its restricted funds in its Audited Financial Statements (Pg 7 of FY22 Financial Statements.) We do not have endowment funds according to the Charity Portal.

Risk Management and Internal Audit

The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the organisation and its stakeholders.

In addition, the Audit Committee is responsible for reviewing at least annually the adequacy and effectiveness of the organisation's internal controls and risk management systems.

Girls’ Brigade Singapore requires internal audits to be carried out throughout the organisation for purposes of assessing the overall effectiveness of the governance, risk and control frameworks of the organisation, and carries out an internal audit of selected key areas over a three-year cycle, covering:

- IT/Data/Cyber Security
- Corporate Governance & Compliance
- Income & Receipts
- Procurement & payments
- Human resources and payroll
- Fixed Assets
- Personal Data Protection
- Enterprise Risk overview

OUR POLICIES

Reserves Policy

GBS will endeavour to maintain a level of reserves which is at least equivalent to 12 months of annual operating expenses. The growth of reserves ensures the long-term financial sustainability of the organisation and its work, allowing GBS to weather against income fluctuations as well as to respond to costly and unpredictable situations beyond the control of GBS.

Conflict of Interest Policy

The Girls’ Brigade Singapore has in place a Conflict of Interest (COI) Policy which all incoming staff & Board Members are required to endorse and align with.

This involves avoiding conflicts of interest between the interests of the Girls’ Brigade, and personal, professional, and business interests.

Privacy Policy, IT and Cybersecurity guidelines

The Girls’ Brigade Singapore has in place a Privacy Policy covering data protection of all information we receive. We regard the privacy of our member’s personal data with utmost importance and are committed to comply with the Personal Data Protection Act of 2012 (PDPA).

Volunteer Management and Code of Conduct

Volunteers are important to the success of GBS and are the source of inspiration and care to the next generation. Staff and volunteers are equal partners of the organisation and undergo a process of screening, on-boarding and ongoing training to ensure that they are well equipped to safely serve children and youth.

Investment Policy

GBS endeavours to steward our financial reserves with sound investment principles and objectives, with guidance on investment decisions, asset allocation, risk management, and performance measurement.

Anti-Money Laundering and Countering the Financing of Terrorism

GBS ensures controls are in place to combat Anti-Money Laundering and terrorist funding activities.

Communications

GBS regularly publishes information regarding our programmes, activities and all regulatory disclosures. This is done through our annual reports, marketing collateral, website and social media platforms. We also have in place procdures for the use of media, media releases and crisis communications.

Whistle Blowing Policy

GBS has in place a Whistle Blowing Policy to provide a framework to promote responsible and secure whistle blowing. The procedures allow employees and anyone outside the organisation to report concerns related to irregularities, inappropriate behaviour, legal or ethical violations.

Disclosure and Transparency

- No Board members receive any remuneration for their board services.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close family members of the ED or Board members.
- GBS does not make any loans to any employees, management, Board members, or any related parties or third parties.
- GBS does not provide any sponsorship to any charities.
- The top 3 salaries are declared in our Financial Statements.
- Other disclosures may be found in our Audited Financial Statements, downloadable from www.gb.org.sg

ESG '24-25

ENVIRONMENTAL

- We have begun to monitor the use of resources at our large-scale events as well as the use of plastics.
- The new digital system currently in development will provide paperless options from the on-boarding of new members, volunteer registrations, authorised signatories, to everything else in between - event administration, as well as staff and organisational processes.

SOCIAL

• GB Singapore has signed a 3-year MOU with New Hope Community Services in 2024 to continue its partnership to serve the homeless and displaced in Singapore. This includes co-organising the annual Homelessness Learning Forum that brings together practitioners, government agencies, corporates and interested members of the public.

• New collaborations have taken root with agencies to increase the reach of our service toward vulnerable Singaporeans each year.

GOVERNANCE

- GBS is honoured to receive a consecutive Charity Transparency Award which recognises charities which have maintained transparency in their practices and upheld good standards of governance.
- GBS is actively reviewing its succession planning processes and has been building the skill and gender diversity of its Board.
- The organisation has been up to date with a fresh review on all its processes and policies including AML/CTF, IT and Cybersecurity.

THE YEAR AHEAD

GB Friend in Deed (GBFD) 2025

- GBFD will increase its network of collaborators to include the Social Service Office, reaching approximately 2,000 more vulnerable Singaporeans.
- This will significantly increase the number of GBFD wishes up for adoption to 5,000 wishes.

Digitisation Strategy Implementation

- Our Digital Strategy Plan is underway to streamline the highly administrative functions of the organisation.
- The new system will help tighten governance processes and free volunteers from as much administration as possible so they can focus on establishing their Companies.
- We will also begin plans for our Events and Finance systems to integrate as seamlessly as possible.

Deepen and Extend Reach of Our Core Service

- Establishing new connections with our partners to ensure sustainable impact.
- Bringing our core service to non-school environments.

New Resources and Core Values Alignment

- We will consolidate and articulate a set of organisational core values to all GB members, in order to build a simpler, more unified GB experience for volunteers and members.
- We will be releasing a Primary Handbook and bookazines that foster positive behaviours and habits.

Volunteer Training

- We are at the mid-point of reviewing and implementing our Basic, Mid and Advanced level volunteer training courses.
- By the end of the year, we will be ready to introduce a refreshed mid level course and regular electives for 2025.

Sustainability and Succession Planning

- A key focus in 2025 will be further establishing the competency of both Board and Management, as well as a process of succession planning for the organisation.
- This will also include a review on the hiring strategy and legacy roles in the structure of the organisation.





Oh Jia Jia

OFFICER OF THE 2ND S COMPANY

One life lesson I learned in GB that I'd like to pass to the next generation is really the value of excellence, yet also trusting the process of the lessons that you can learn along the way.

I used to strive for perfection, but then I realised that it's not possible. GB has taught me to really go through the process, though difficult, yet still giving my best and then trusting that the best that I've given is enough.

Learning that, I know that my identity is not tied to what I can achieve, but that I'm whole as a person, and I want to pass that to the next generation.



The Girls' Brigade Singapore

Unique Entity Number (UEN): S61SS0001A

Banker(s): UOB, OCBC, DBS

Auditor: Assurance Partners LLP

795 Upper Serangoon Road,
Singapore 534667

☎ 6288 6284

✉ gbhq@gb.org.sg

🌐 www.gb.org.sg

📘 The Girls' Brigade Singapore

📷 @girlsbrigadesg

Registered as a society on 2 October 1961,
and as a Charity in 1985 under the Charities
Act.

An Institution of a Public Character (IPC),
administered by the Ministry of Education and
an associate member of the National Council
of Social Services.

Our IPC status is currently live from
01/09/2019 to 31/08/2025.

