



**SHE MATTERS AND SHE CAN MAKE A  
DIFFERENCE.**

# WE ARE A MOVEMENT THAT MULTIPLIES.

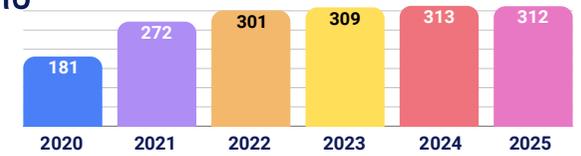
WE EXIST SO EVERY GIRL IS GIVEN THE BEST OPPORTUNITY TO FULFIL HER FULLEST GOD-GIVEN POTENTIAL — KNOWING THAT SHE MATTERS AND SHE CAN MAKE A DIFFERENCE.



GIRLS  
**3,260**



ADULT VOLUNTEERS  
**312**



SPARKS MEMBERS  
**89**



HOURS OF COMMUNITY SERVICE BY GIRLS ALONE.  
**21,150**



HOURS OF TRAINING ATTENDED BY VOLUNTEERS  
**1,785**



HOURS OF SERVICE BY VOLUNTEERS  
**21,900**



# DEAR GB FAMILY & FRIENDS

This year marks the beginning of our 99th year as an organisation. As we approach our centenary, we do not see it as a destination, but a milestone along a much longer journey.

## **The work we carry today did not begin with us, and it will not end with us.**

It has been faithfully passed from generation to generation — by volunteers, educators, and families who believed that investing in the lives of Girls would change communities and shape the future.

So, as we stand at the threshold of our 99th year, perhaps the question before us is this: How will we mark the end of the 99th, and the beginning of the 100th?

Maybe it starts with a simple question:

## **What is one hope — one change — that feels just one step ahead of you, just barely out of reach?**

- Perhaps it's building an alumni community or raising the third and fourth generation of leaders in the work you serve.
- Perhaps it's reaching a group of Girls who are currently outside our influence, or finding a better way to empower those already in our care.
- Perhaps it's inviting new partners, new people, or new resources that you once thought were impossible.



The truth is, we are called to a task that is unfinishable on this side of eternity. Which means the question may first need to turn inward:

## **Who do I need to become to fulfil the purpose I am called to?**

The answer must rest on two of our Core Values: Deep Generosity and Courage.

- The courage to begin where we are, even when conditions aren't perfect and we feel unprepared, and
- The realisation that it does not depend on our strength alone. We lean on the generosity of a perfect Provider — refusing to let our limitations replace a bigger vision for our lives — so we can be generous toward others.

As you do, may your work be a gift back to you, in healthy growth, sustainability, and rest.

Thank you for your time, your talent, and your treasure in shaping the next generation.

## **The story continues because you are part of it.**

**Sharon Liat,**  
Brigade President

# ENABLED BY YOUR GENEROSITY



**FROM MISCHIEF**



**TO LEADERSHIP**

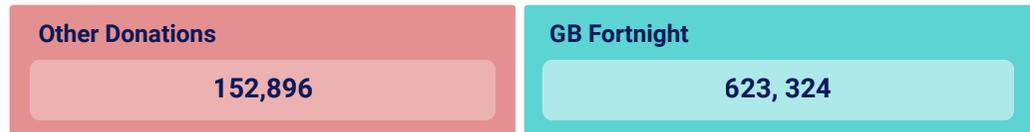
**“GB DIDN’T JUST TEACH ME HOW TO LEAD. IT SHOWED ME THE KIND OF LEADER I WANT TO BE. PEOPLE-ORIENTED, SOMETIMES PLAYFUL, BUT ALWAYS AUTHENTIC.”**

Watch Megan’s journey of growth, discovery, and impact - you’ve made a difference to her and those she now serves.

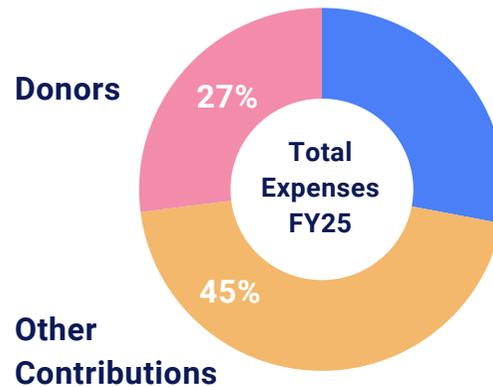
Scan or Click



**\$S776,220 RAISED BY DONORS IN 2025.**



**\$S1,720,413 SPENT IN 2025, LESS GRANT CLAIMS.**



Your giving covers more than 45% of our expenses dedicated to programmes, facilities and supplies, not covered by available grants in 2025.

# TO BECOME



SOMEONE WHO SERVES WITH  
HEART, LEADS WITH HUMILITY &  
STAYS GROUNDED IN HER VALUES.

*The Girls' Brigade has played a significant role in shaping Renee into the person she is today.*

*Over the years, it has given her a safe space to grow, to learn, and to lead. Being part of the GB community has helped her find her own voice and confidence.*

*Through Girls' Brigade, Renee learned how to step up and lead others, how to work as a team, and how to overcome challenges with a positive attitude. Organising community projects, helping younger girls feel welcome and supported—just like others once did for her.*

*More than anything, Girls' Brigade helped Renee see the kind of person she wants to be: someone who serves with heart, leads with humility, and stays grounded in her values, but also a sense of belonging and identity that continues to guide her path.*

*~ Parent of Renee Jong, Pioneer Brigader  
Brooch recipient and Company Sergeant Major  
of the 48th S Company.*

# MULTIPLYING WHAT MATTERS

## OUR ROADMAP (FY26-28) TO MULTIPLY...

### SUCCESS LOOKS LIKE...

Simpler systems,  
stronger participation.

New communities and  
partnerships established.

Visible pipeline of  
leaders emerging.

A culture where multiplication  
is normal—not exceptional.

### 1. Our SERVICE

**Impact uncharted communities and go where we have never been before.**

- Pilot one or two community-based models.
- Develop modular curriculum adaptable for specialised use.

**Simplify our methods and principles.**

- Review and simplify training and delivery.
- Develop impact milestones to guide leaders.

### 2. Our PARTNERS

**Grow our Community Development projects through collaboration.**

- Reach new community and corporate partners
- Pilot satellite sites.

**Build GB Company Alumni and Alumni Chapters.**

- Provide IT backend for Company Alumni management and subscription.
- Introduce Alumni chapters for legacy Companies.

**Build a network of wisdom and practical help.**

- Reach practitioners, subject matter, sector, and industry experts to provide advice and guidance to the major functions of the Brigade.

### 3. Our SERVING LEADERS

**Celebrate and inspire a lifestyle of servant leadership beyond the Brigade.**

- Introduce a new pinnacle award for post-secondary aged Girls.

**Build and release a 3rd and 4th generation of leaders.**

- Develop a Succession Planning Strategy for Board and Management.
- Embed framework and culture of leadership development across the Brigade.

# FULFILLING THE INDIVIDUAL WISHES OF 5,000 BENEFICIARIES

SERVING IN PARTNERSHIP WITH THE MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT.



Source:Lianhe Zaobao © SPH Media Limited. Reprinted with permission



The Girls' Brigade Friend in Deed (GBFD) is our annual nationwide community service project.

On its 5<sup>th</sup> anniversary, through new partners, GBFD reaches new milestones in its reach and involvement - connecting GB Girls and fellow Singaporeans to fulfill specific wishes that uplift those who may be experiencing financial hardship, health challenges, limited mobility, or a lack of social support.

## Supporting Organisations:



*"I think GBFD is one of the events in GB that really gives Girls a lot of ownership. We also want Girls to understand that it's not only about giving.*

*We want them to bring joy, we want them to bring love and hope to all the families that we are helping. So we teach them that "No, you're not too young to help."*



~ Chong Li Chen,  
Captain, 28th P Coy.,  
Kuo Chuan Presbyterian Primary School



Scan or Click



Scan or Click

Watch GB juniors Isabel and Janette kickstart their own GBFD mission, purchasing wishes and delivering them to GBHQ on their own - before everyone else in their school!

Watch our Girls deliver their wishes with friends and supporters from ACE Team Foundation - listen and experience what we love most about the project!

**BE A PART OF GBFD 2026!**  
Visit [gb.org.sg/gbfd/](http://gb.org.sg/gbfd/)

Scan or Click



*"I hope that more community and corporate organisations will be part of such efforts because this is what makes Singapore's social compact strong; our collective strength to ensure that no one is left behind as we progress as one people, one nation.*

*Community partners such as the Girls Brigade play a key role in rallying resources through networks to uplift families and individuals. This includes our ComLink+ families, who face additional challenges and often have to stretch limited resources to meet various needs that they have. I would like to extend my heartfelt appreciation to the Girls' Brigade, partners and volunteers who have all chipped in to contribute to our shared vision of a more caring and inclusive society."*

*~ **Mr Eric Chua**, Senior Parliamentary Secretary, Ministry of Social and Family Development & Ministry of Law*



**Scan or Click** to watch  
our 5<sup>th</sup> Anniversary Video!

# LEARNING TO MAKE ROOM FOR PEOPLE AND NEEDS AROUND US

## FAST FOOD AND FUZZ CAMP

309 JUNIOR GIRLS

Girls in Primary 4 experience poverty not as a distant issue, but as the reality vulnerable people at our doorstep face every day - challenging them to move beyond pity to honour vulnerable communities instead for their strength and resilience.

*"It is not fair for people living in poverty to have to go through all these hardships. Just imagine watching others waste chances and resources you couldn't even dream of having! I would like to educate my families and friends about the truth about poverty."*



~ Elsa Zhang,  
90th P Coy.,  
Kheng Cheng Primary School



Scan or Click  
for a quick look into  
our FFF Camp 2025.



**"HOMELESSNESS IS NOT A PROBLEM TO BE SOLVED BUT PEOPLE TO BE LOVED.**

**WE DO NOT SEE THEM AS A PROBLEM BUT WE SEE THEM AS FRIENDS WHO WE CAN LEARN FROM AND THEY INSPIRE US WITH THEIR RESILIENCE AND COMPASSION."**



~ Derek Lim, our guest speaker,  
Volunteer Head & Outreach Coordinator & Director,  
Homeless Hearts of Singapore (HHOS)

## HOMELESSNESS LEARNING FORUM 2025

No effort is too small when we try to move the needle on important topics affecting hundreds of vulnerable rough sleepers in Singapore.

GB volunteers from three schools served in the 2025 edition of the Homelessness Forum, which was co-organised by The Ministry of Social and Family Development, Bless Community Services, Catholic Welfare Services, Girls' Brigade Singapore and Homeless Hearts of Singapore.

# MULTIPLYING OUR SERVING LEADERS



## JUNIOR LEADERSHIP TRAINING CAMP

248 JUNIOR GIRLS  
442 PARENTS

You're never too young to be a leader! RP5 Girls stepped out of their comfort zones to embrace their strengths and weaknesses, collaborating with their new friends to run a carnival for their parents.

## NON-COMMISSIONED OFFICERS TRAINING CAMP

150 SENIOR GIRLS  
24 GB COMPANIES

Dancing around a real-life campfire, listening to world-class leaders and speakers through a partnership with the *Global Leadership Summit Next Gen* - it's all about creating a positive and genuine atmosphere for young leaders.

## GIRL-LED LEADERSHIP CONFERENCE FEATURING TWO EXTRAORDINARY PEOPLE

294 SENIOR GIRLS



**"MANY PEOPLE THINK THAT LEADERSHIP IS ABOUT DOING SOMETHING BIG. BUT REAL IMPACT HAPPENS IN SMALL, CONSISTENT ACTIONS."**



~ Elisa Lim,  
Founder of inclusive fashion label - Will & Well



**"ACTIVELY SEEK TO UPLIFT YOUR TEAM AND STEER AWAY FROM FOCUSING ON PERSONAL AMBITION. AMBITION IS ESSENTIAL BUT LET IT BE A TEAM AMBITION. FIND A BIGGER CAUSE, RATHER THAN JUST FOR SELF."**



~ Gary Tan,  
SG National swimming head coach and performance director

*"Be curious, not furious.' I am someone who has trouble suppressing my emotions and the tiniest thing can make me snap. After hearing this, I've learnt the importance of understanding where others are coming from. It made me more aware of the world around me and I feel more ready to take on a leadership role now."*



~ Tam Xin Yu,  
79th S Coy.,  
Riverside Secondary School



# GIVING BACK



**“JLTC WAS ONE OF THE VERY IMPORTANT MILESTONES OF MY PRIMARY SCHOOL GB EXPERIENCE, SO I WANTED TO RECREATE THE EXPERIENCE FOR THE GIRLS HERE.”**

*~ Aretha Lee, Warrant Officer*



**Scan or Click**

to watch Aretha and Megan's full-circle reunion at JLTC - then, as Junior Girls, now as Camp Organisers.

THE GIRLS' BRIGADE CONTINGENT

# NDP 2025



# NATIONAL DRILL CARNIVAL & COMPETITION 2025

Blending all the rigour of a competitive drill test with the adventurous fun of a carnival, the Drill Carnival & Competition saw hundreds of GB Girls gathering to display the fruits of their labour, and support their friends.

**1,165 COMPETITORS**  
**34 JUNIOR TEAMS**  
**36 SENIOR TEAMS**



**"At the end of the day, we all worked as a team to get here...that's the main thing about drill com, it's when we all come together to work together despite our flaws."**

~ Angel Tan, 62nd S Coy., Hillgrove Secondary School



**Scan or Click**  
to hear how friendships are tested and strengthened through competition.



**Scan or Click**  
to catch a glimpse of the Junior Drill Competition.



It's tough choreographing a drill set! Mary and Eshal are here to tell you all about it!



**Scan or Click**



Despite injuring her arm mere days before the competition, Chloe persevered and with her contingent mates' support, clinched a Gold award for their Company.

**"DON'T QUIT, DON'T GIVE UP, YOU'RE AN OVERCOMER. WHEN A MISHAP HAPPENS, BELIEVE THAT YOU CAN (STILL) DO IT!"**

~ CHLOE GOH, 2ND S COY., GEYLANG METHODIST SCHOOL (SECONDARY)



# THE NEW ENDEAVOUR AWARD



The award recognises exemplary tertiary-aged members of The Girls' Brigade Singapore Sparks Programme who have displayed consistent commitment and involvement in Brigade activities.

Inspired by the *TORCH OF ENDEAVOUR*, found at the top of our GB badge, this award is presented to Sparks Girls who have successfully fulfilled the requirements in leadership and service, shown good character, and sparked a change within their Company.



*"It has been an immense privilege to witness first-hand the dedication of so many committed GB members. I hope this award motivates present and future Sparks Girls to always put their hearts into what they do."*

~ Tracy Chan, 31st S Coy.,  
St Margaret's School (Secondary)



*"I feel the responsibility to be a good role model for young girls to look up to. I hope the introduction of this award inspires other Sparks Girls to strive higher, and be a blessing to others."*

~ Christabelle Lee, 31st S Coy.,  
St Margaret's School (Secondary)



Deputy Secretary-General of the National Trade Union Congress (NTUC) & Senior Minister of State in the Prime Minister's Office, Desmond Tan, presented the Endeavour Award to our first awardees.

The Awards Ceremony also recognises the hard work and achievements of our GB Companies in schools.

**597 SCHOOL LEADERS,  
PARENTS AND GUESTS  
143 GIRLS AWARDED**

LIVING BEYOND THE CLASSROOM

# EVERY WEEK



*"We are heartened to see our Girls grow in many ways through their time in GB - they have changed from bashful Girls to gaining the courage to host parents at a Gala Night, from looking inwards to seeing to the needs of others, and from keeping to themselves to showing their appreciation to those who have made a difference in their lives.*

*Thank you, GB volunteers and teachers, for your weekly commitment to give our Girls the platform to shine.*

*Your devotion to GB has inspired Girls who have graduated to pay it forward by returning to their companies to serve and to guide the next generation of leaders."*

**~ CCA Teachers, 48<sup>th</sup> S Coy.,  
Zhonghua Secondary School**

# INTRODUCING OUR LOVED ONES TO GB!

*Public speaking can be scary, but doing it in front of loved ones makes everything better!*

*Girls from the 48th S Company hosted a special Gala Night that featured parent-child bonding games, fireside chats on parenting, and even a moment for Girls and their parents to write notes of appreciation to one another.*



***“It felt amazing to have such a supportive audience that understood how difficult it was to go up there and just speak, unscripted.***

***The audience enabled me to freely express myself, and I managed to earn their laughter when I tried to make the experience more enjoyable for them through my words and enthusiasm.”***



**Valerie Chua,**  
48th S Coy.,  
Zhonghua Secondary School

## LITTLE HANDS, BIG DIFFERENCE

Girls from the 76th P Coy. brought smiles to seniors at Fei Yue Senior Activity Centre (Teck Whye) with customised birthday cards, games, goody bags, and a sign language performance.

***“I was excited and touched as many elderlies were friendly and I got to know more about them. I think the seniors felt touched and happy as they got to play and chat with us, so they would not feel lonely.”***



**~Cherish Yeo,**  
76th P Coy.,  
Southview Primary School



## CRAFTING WITH CLAY

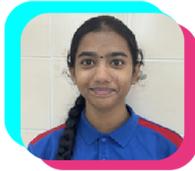
Girls from the 79th S Coy. ended off their Term with a fun jewellery-making workshop where they moulded unique jewellery pieces out of clay.



## NATIONAL DAY CARNIVAL AT BUIT BATOK

Bringing joy to the community has never looked so fun! As part of their service to the community, Girls from the 46th S Coy. got to organise their own game and art booths for a National Day Carnival held by Bukit Batok RC 7.

*"I learnt that facilitating a carnival requires a lot of coordination and planning. The amount of effort that goes behind just for people like us to enjoy the games deserves huge respect. I really think that it's important to show the people helping out our appreciation by saying a simple thank you."*



~ Miruthega Lakshme Sivakumar  
46th S Coy.,  
Bukit View Secondary School

## CARING FOR OUR SKIN

Girls from the 1st S Coy. learn to put their best face forward at a makeup workshop where they got to experiment with different products and learn more about maintaining good skin quality.



What does the colour of your veins have to do with makeup?  
**Scan or Click to find out.**



## GROWING OUR GREEN FINGERS!

Terrariums look fancy, but did you know primary schoolers can make them too? Girls from the 59th P Coy. learned how to create their own miniature ecosystems from an ex-florist!



**Scan or Click**  
to watch their  
green experience!

## MAKING A PAWSITIVE DIFFERENCE

Girls from the 5th S Company worked with Animal Welfare Group, Kitten Sanctuary, to explore how they could help their cause of rescuing and rehabilitating stray cats.



**Scan or Click to**  
watch the Girls and  
their furry clients.

## TOTAL DEFENCE TRAINING STARTS YOUNG!

The 63rd P Coy. learned life-saving skills in collaboration with NCDCC cadets from Yishun Town Secondary School and professional firefighters from SCDF. You're never too young to be ready for disruptions!

# SCHOLARSHIPS & GRANTS

## Elsie Lyne Scholarship & Josephine Chew Bursary Fund

Given to support the personal development of GB Members who would not have otherwise have the financial means to pursue their fullest potential.

NEW IN  
2025

## Introducing the Evangel Fund

'Evangel' is an old word that expresses the good tidings of redemption through Jesus Christ. These tidings extend to all mankind, through God's people (Gen 12:2-3). Made possible with a seed gift in 2025, The Evangel Fund expresses God's heart for those who are anxious about the basic needs of life, and His knowledge of them.

**For the GB Girl and/or her immediate family in financial need.**

- Covers the cost of **critical illness or other medical expenses** for severe chronic illnesses which are not fully covered by insurance or other financial aids.
- Soon to include **GB Girls and Officers wanting to seek help** from a counsellor, as a pro-active choice for well-being, growth and stewardship of life's responsibilities.

*My current profession wasn't something I had originally planned. I started in Pharmaceutical Sciences and later pursued a general science degree. Through my short stint in hospital settings, and more personally through living with my father's hearing impairment, I began to see how meaningful it would be to help people in a direct, tangible, and immediate way.*

*As a musician, I've always cherished how sound brings life and connection. Yet at home, I saw how easily those connections can fade when hearing is lost. How everyday moments, like shared laughter or even a quiet sigh, became less perceptible to him, making simple conversations and connection more difficult.*

*I was given the opportunity to pursue a Masters in Audiology, and it was the Elsie Lyne Scholarship from The Girls' Brigade Singapore that enabled me to complete it. More than financial support, it became a bridge that allowed me to restore connection for others like my father, and for the Girls with disabilities I've encountered as a volunteer GB Captain. Because of the generosity of others, I am now able to help others hear not just sound, but life more fully.*

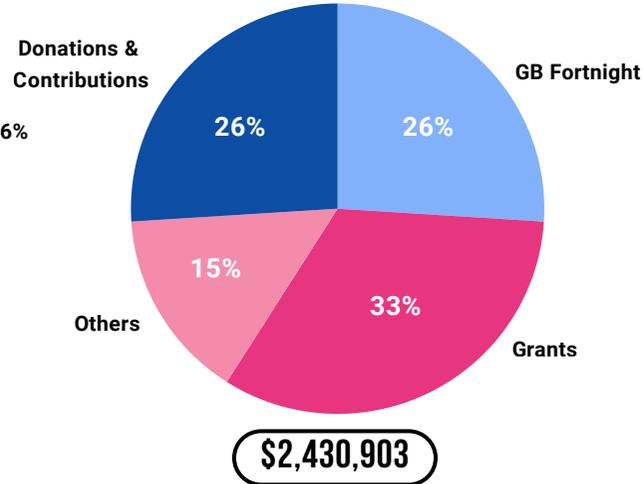
~ **Christel Chue**, Captain, 43 P Coy. and recipient of the Elsie Lyne Scholarship.



# FINANCIALS

## 2025 INCOME

- Donations & Contributions: 26%
  - GB Fortnight: 26%
  - Grants: 33%
  - Others: 15%
- Total: \$2,430,903**



## 2025 EXPENSES

- Company Programmes & Leadership Training: 43%
  - Community Development & Events: 13%
  - Organisational Development & Administration: 10%
  - Facilities & Shop: 34%
- Total: \$2,171,768**



## STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

for the financial year ended 31 December 2025

	2025	2024
<b>INCOME</b>	\$	\$
Brigade Fortnight Collections	623,324	648,802
Donations/Contribution	627,949	536,303
Grant Income	800,354	574,967
(Deficit)/Surplus from GB Shop	69,814	-2,876
Interest Income	185,794	266,838
Registration Income	121,497	97,703
Sundry Income	2,171	0
	<u>2,430,903</u>	<u>2,121,737</u>
<b>LESS: EXPENDITURE</b>		
Training and Development Programmes	181,897	126,690
Brigade Activities	28,110	30,586
Community Development	90,277	68,385
Company Programme Expenses	384,546	360,793
GB Company Care Support Costs	16,857	6,105
GB Headquarters Expenses	608,080	622,396
Manpower Cost	862,001	877,169
	<u>2,171,768</u>	<u>2,092,124</u>
<b>SURPLUS FROM GENERAL FUND</b>	259,135	29,613
<b>SURPLUS/ (DEFICIT) FROM:-</b>		
- GB Companies Programme Fund	51,280	28,464
- Special Fund	98,346	-5,355
	<u>149,626</u>	<u>23,109</u>
<b>OTHER COMPREHENSIVE INCOME/(LOSS)</b>		
Share of Profit for the year in BB Sembawang Campsite Funds	27,068	14,703
<b>Total Comprehensive Income for the year</b>	<u>435,829</u>	<u>67,425</u>

Auditor: Assurance Partners LLP

Visit [www.gb.org.sg](http://www.gb.org.sg) to view our Auditor's Report and Financial Statements.

# GOVERNANCE

## 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 final 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

Appointed since  
01 May 2019

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 2025

Name	Current Appointment	Occupation	Past Appointments	Attendance
Sharon Liat	President 27 Mar 2025	Vice Principal Ministry of Education	President 28 Mar 2020 26 Mar 2022 21 Mar 2024	4/4
Joann Gor	Vice President 27 Mar 2025	Director Biohealth Link Pte Ltd	Asst Treasurer 24 Mar 2018  Vice President 28 Mar 2020 26 Mar 2022 21 Mar 2024	4/4
Sandra Tan	Secretary 27 Mar 2025	Company Chaplain	Secretary, 28 Mar 2020 26 Mar 2022 21 Mar 2024	4/4
Heng Ci Pei	Asst Secretary 27 Mar 2025	Subject Head Ministry of Education	Asst Secretary 26 Mar 2022 21 Mar 2024	4/4
Juliet Ang	Treasurer 27 Mar 2025	Homemaker 15 years of prior experience in the financial sector.	Board Member 26 Mar 2022 21 Mar 2024	3/4
Cheryl Lim	Audit Committee Chairperson 27 Mar 2025	Executive Director Deloitte Singapore	Audit Committee Chairperson, 28 Mar 2020 26 Mar 2022 21 Mar 2024	1/4
Eunice Yao	Nominations Committee Chairperson 27 Mar 2025	Partner, Dentons Rodyk & Davidson LLP	Nominations Committee Chairperson 21 Mar 2024	3/4
Christopher Chow	Board Member 27 Mar 2025	Director, SleepWorks Pte Ltd	Board Member 21 Mar 2024	2/4

## 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, ensures that new and existing services are well resourced with outcomes that are aligned with GBS' mission and strategic plans, and limitations stipulated by funders where applicable.

### BB/GB CAMPSITE MANAGEMENT COMMITTEE

The BB/GB Campsite Management 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 8 and Note 23 to 27 of the 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.

The 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 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 members' 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 procedures 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](http://www.gb.org.sg).

## OTHER DECLARATIONS

The following can be found on [www.charities.gov.sg](http://www.charities.gov.sg)

- Governance Checklist
- Fundraising Expense Ratio
- Declared Compliance with Code of Governance
- Status of regulatory submissions

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE

The Code of Governance for Charities and Institutions of a Public Character (IPCs) in Singapore was revised in April 2023 to include Environmental, Social, and Governance (ESG) considerations.

The Girls' Brigade Singapore endeavours to be environmentally friendly, maintain good, collaborative relationships with our stakeholders and partners who impact the social space, as well as uphold high governance standards.

## ENVIRONMENTAL

- We prioritise sustainability through initiatives such as minimising the use of disposable items, and promoting the use of reusable bottles at our events.
- Digital Transformation of Operations to reduce both paper and the need for hard copy, wet-ink submissions which often require transport to multiple signatories before arriving at GBS. This will be further reduced in our future upgrade for financial approvals and receipts.

## SOCIAL

- Our MOU with New Hope Community Services continues our 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 towards vulnerable Singaporeans each year through the GB Friend in Deed project. In 2025, through a deeper partnership with the Ministry of Social and Family Development, the project served a new milestone of 5,000 beneficiaries.
- We supported the Health Promotion Board in its advocacy against vaping in 2025.

## GOVERNANCE

- Recipient of the Charity Transparency Award 2024 The Charity Transparency Award (CTA) which acknowledges charities that have demonstrated transparency in their practices and adhered to high standards of governance. We received the CTA for the last two consecutive awards.
- Diversity in Leadership - our Board consists of both male and female members with a more conscious effort to ensure expertise in various industries. GBS is actively reviewing its succession planning processes and has been building the skill and gender diversity of its Board.
- The organisation is up to date with its annual internal audit and is consciously reviewing all its policies annually.



# Our Core Values

*Guiding who we are  
& how we serve.*



## 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.



## 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.



## 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.



## DEEP GENEROSITY

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

We are generous towards the next generations, serving 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.



# The Girls' Brigade Singapore



Unique Entity Number (UEN): S61SS0001A

Banker(s): UOB, OCBC, DBS

Auditor: Assurance Partners LLP

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📘 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 01/9/2025 to 31/8/2028.

