

ALL I NEED

MADE JUST FOR YOU ♡

THE GIRLS' BRIGADE SINGAPORE ANNUAL REPORT 2023

2

**PRESIDENT'S
MESSAGE**

IS A CHANCE TO GIVE

- *serving our community*

IS A BREATH OF FRESH AIR

- *Programmes for a new generation*

IS A CHANCE TO CHANGE AND LEAD

- *Raising leaders for today and our tomorrow*

IS SOMEONE WHO SEES MORE IN ME

- *Celebrating GB as a place for all*

IS A PLACE TO GROW

- *Our Companies, our enduring legacy*

IS TO BE PART OF SOMETHING BIGGER THAN MYSELF

- *Giving and Governance*

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**CELEBRATING
2023 BY THE
NUMBERS**

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OUR HOPE
EVERY GIRL, BEAUTIFULLY,
WONDERFULLY MADE.

4

OUR TRIBUTE
WE WILL NOT LIMIT OUR
VISION TO WHAT WE SEE.

5

**GB99 STRATEGIC
THRUSTS**
BUILDING FOR THE NEXT
LAP.

6

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22





Dear Friends,

Technology has gotten remarkably good at meeting *and* anticipating our needs.

We used to think that the process of creation relied solely upon the creativity of our minds, the skill of our hands or the words that flowed from our hearts.

An entire generation will experience the process of work and play differently. They will write, draw, paint, create photographs, and produce entire movies on the canvas of artificial intelligence.

We no longer need the skills that others took decades to master, and anything we can already do, we can now do it faster.

More of what we want has become instantly available, accompanied by a gnawing expectation that there is always **something out there** that will quickly solve our problems. **We spend more time looking for it, or spend too much time lamenting that we don't have it - rather than building it patiently with our heart, hands and the help of others.**

When we do not have enough leaders in GB Companies, we're naturally inclined to think it's because we don't have enough good Girls - rather than asking ourselves how we can help the Girls we have to become good leaders.

The resources we truly need for our own nurture and the nurture of the next generation have already been entrusted to us. We might need to change our perspective to see them, or gain them through a daily process of learning, deep humble reflection and investing our time in a real, living relationships.

As daunting, and slow, as this may sound, I am confident that we already have what it takes to accomplish what we are called to do today.

Look for it in places you least expect, look inside to see if you've given yourself the permission to receive a vision bigger than your limitations.

Thank you, for giving your time and treasure to be a part of what Every Girl needs!

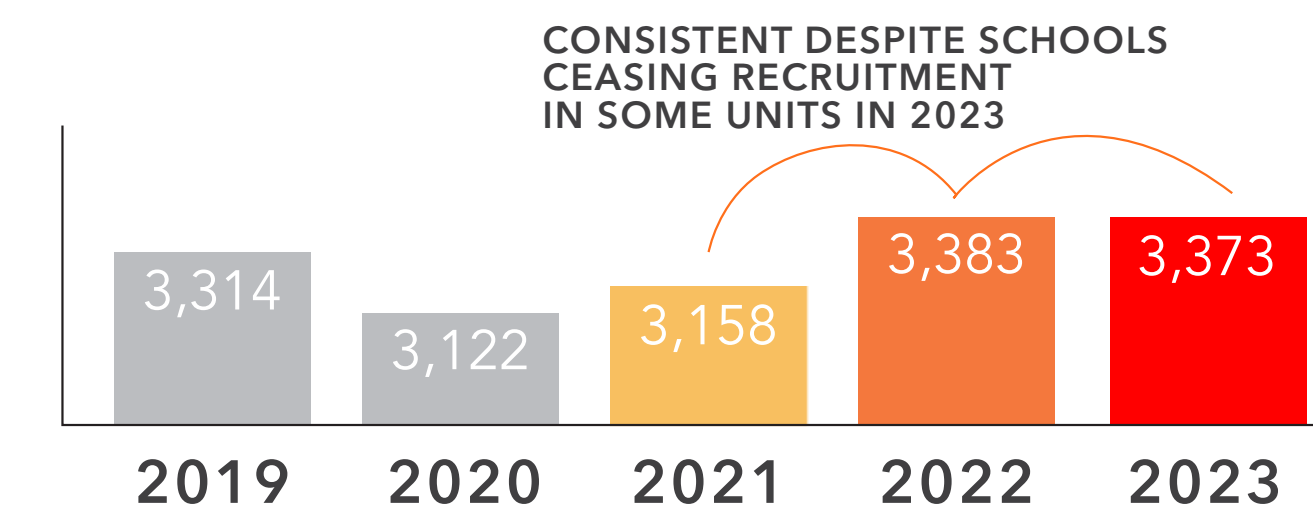
Sharon Liat

Brigade President

CELEBRATING 2023 BY THE NUMBERS

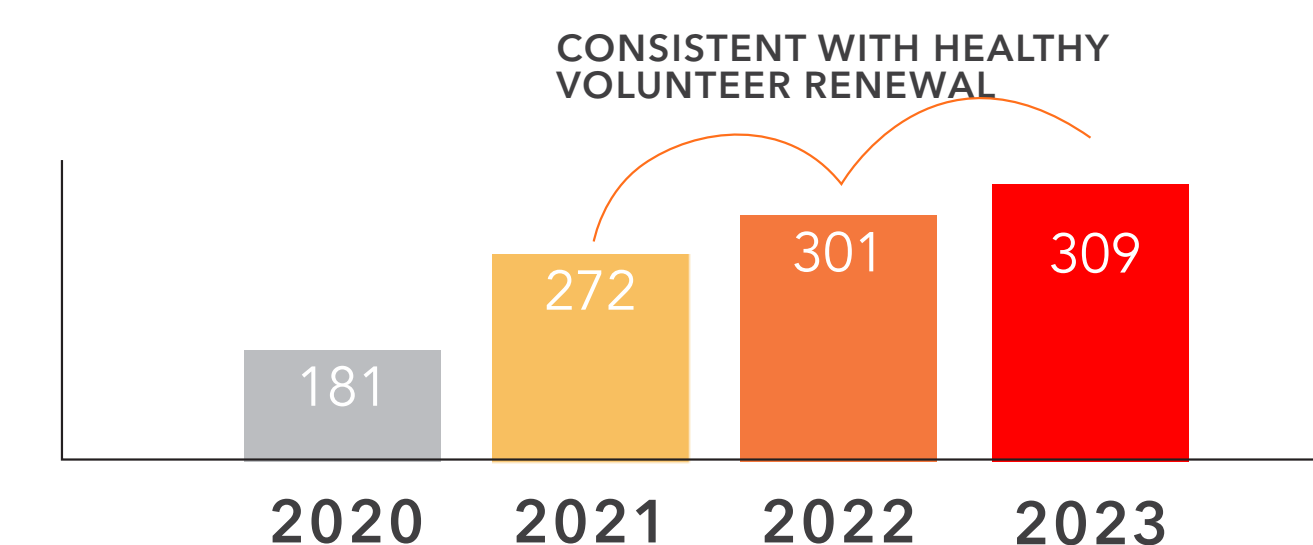
3,373

PRI & SEC
GIRLS



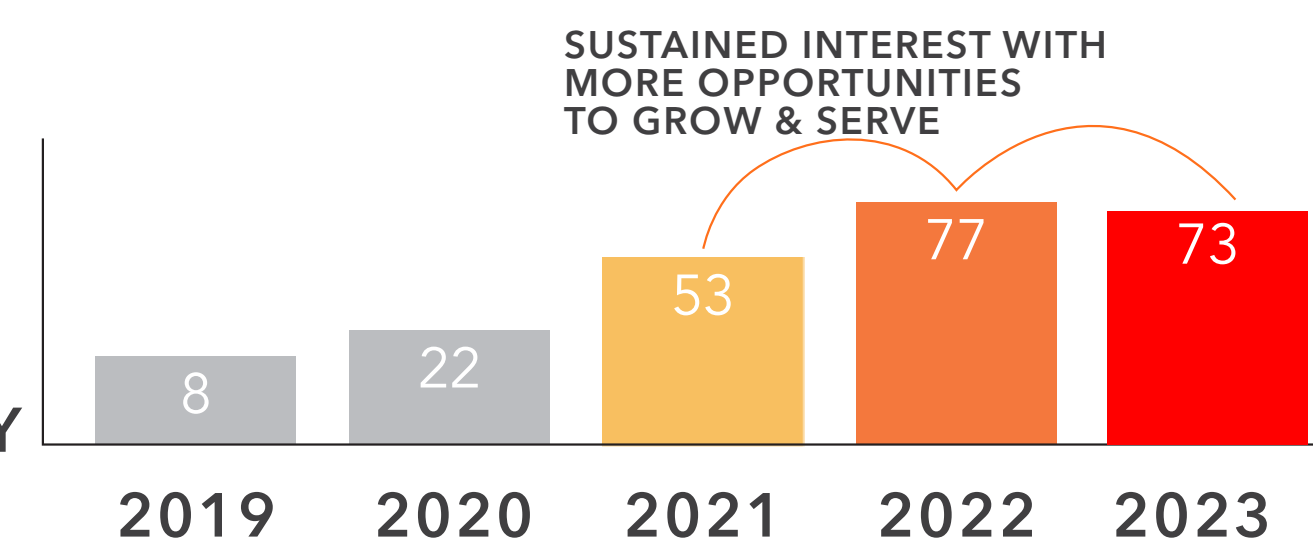
309

OFFICERS



77

POST-SECONDARY
GIRLS



15,120

Hours of regular service by
adult volunteers

21,246

Hours of service to the
Community by Girls alone

4,914

Hours - Primary

16,233

Hours - Secondary

501

Pre-schoolers served through
the Explorers Programme
(In partnership with BB Singapore)

THE CHARITY TRANSPARENCY AWARD 2023



The Girls' Brigade Singapore is honoured to receive the Charity Transparency Award 2023.

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.

Every Officer, Council Member, and Staff Member plays an important role in building a culture of trust and accountability in all we do - THANK YOU ALL!



OUR HOPE

The foundation of The Girls' Brigade Singapore was laid by Mrs. Elsie Lyne, who, after joining The Girls' Life Brigade in England, established Singapore's first GB Company at the Methodist Girls' School in 1927. Her work led to the formation of a network of flourishing Companies with hundreds of Girls by the start of World War II.

As a **values-driven** Uniformed Group, we believe **Every Girl has a plan for her life.** Every Girl is given an environment where she is accepted, and nurtured to grow to become the servant-leader she is meant to be – **unapologetically feminine,** with a desire to be **remembered for her humility,** and her belief that it's possible to

*** always leave people and places better than when we first found them.**

**ALL I
HAVE
NEEDED,
YOUR
HANDS
HAVE
PROVIDED**



What does a Girl need? Crisp uniforms, shiny shoes, prestigious accolades she can display? More bouquets on her social media feed?* Exciting activities that rival what she can instantly get on demand? A chance to lead, get messy, and yet be embraced when she makes a mistake?**

We give **everything** we can and know, to meet her every need. Even that which remains hidden in plain sight - unmasked only by those who build a genuine relationship with her over time.

In a world that demands so much of our attention, reminding us of how **finite** our time and resources are, even the most generous heart can **question** its ability to keep on giving. But **YOU** have never stopped.

Even when we couldn't see it,

Even when we haven't found the courage to ask for it -

YOU never stopped giving.

**we have everything we need,
for everything we are meant
to do today. ***

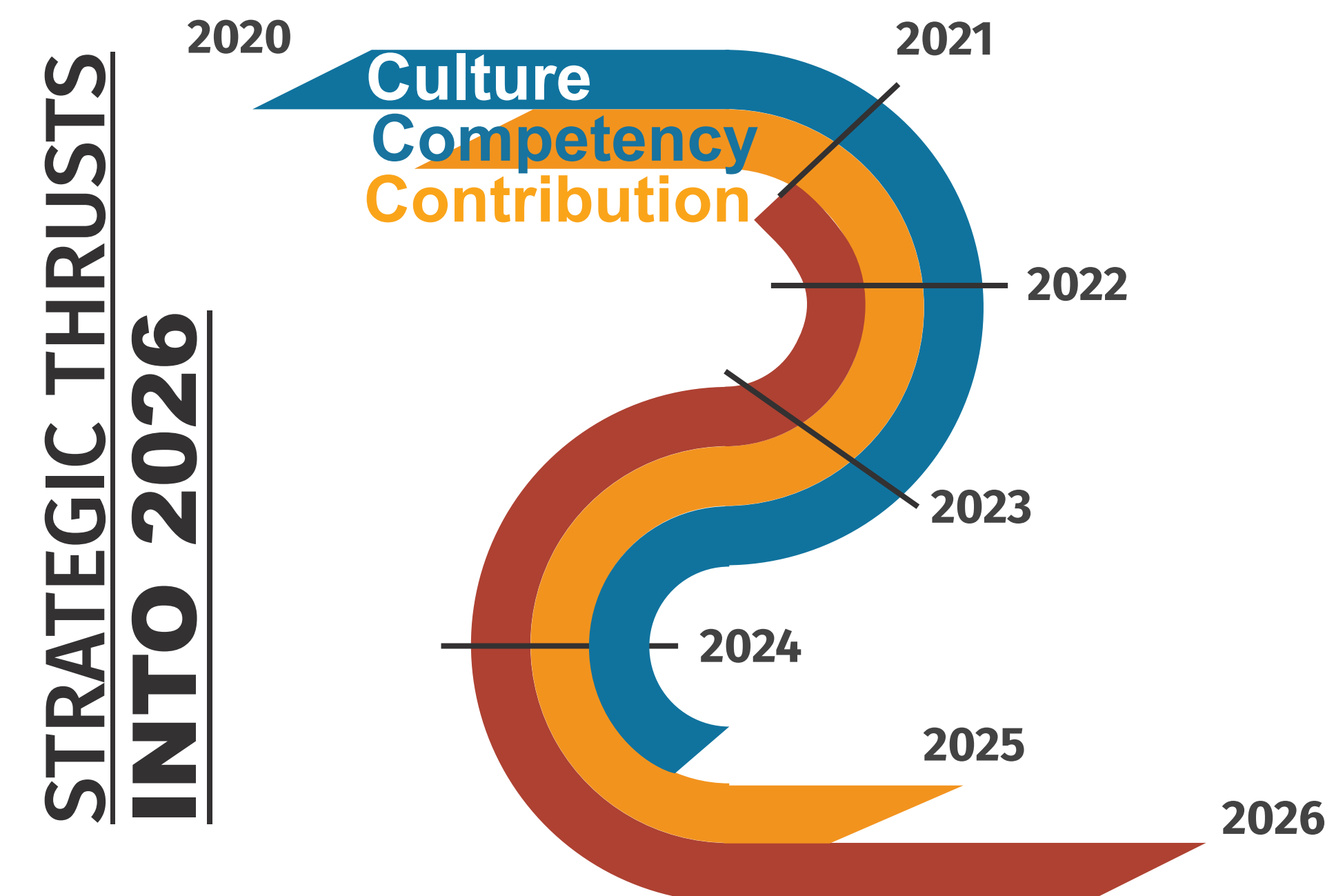
* Declining confidence, higher anxiety and concerns about their appearance amongst girls have increased 13% in 2023 from 2017.

** 7 out of 10 youth say when something important goes wrong in their life, they can't stop worrying about it. 67% of youth say they try to keep people from finding out about the problem. Boys & Girls Clubs of America, State of Youth, 2023. With over 130,000 youth, 78% of whom were between 7 to 12 years old. While 59% or 17,502 Girls reported they liked to be in charge, more than 50% were afraid to lead because of what others might think e.g. being bossy etc. ROX, *The 2023 Girls' Index*.

**WE WILL
NEVER
ALLOW OUR
LIMITATIONS
TO
REPLACE
GOD'S
BIGGER
VISION FOR
US.**

ECCL.E.
11:4-10

GB99 *



01

CULTURE

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

02

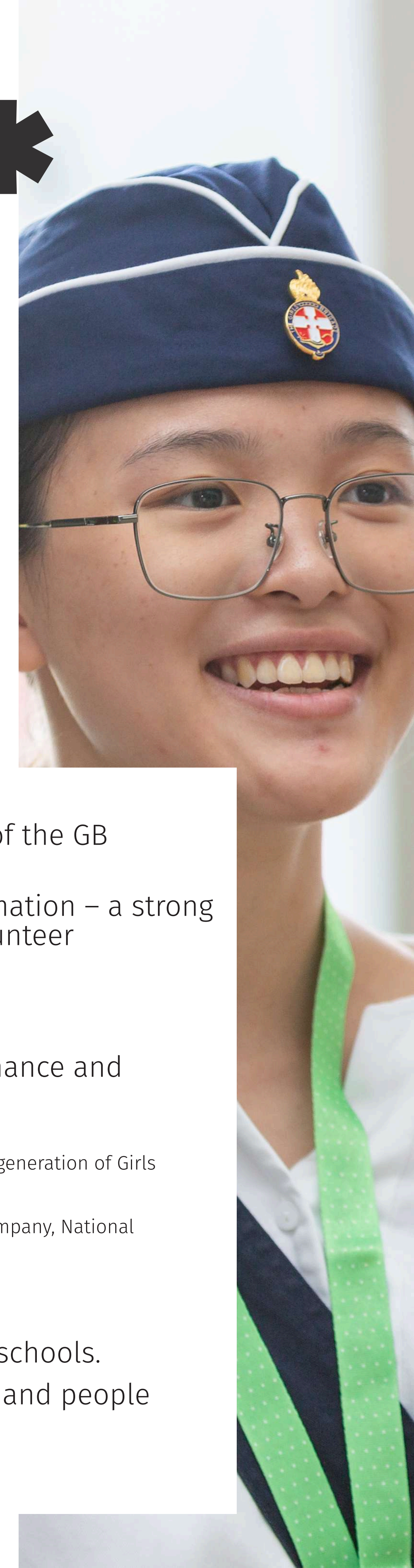
COMPETENCY

- 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 the “second tier” in every Company, National Committee and National Office

03

CONTRIBUTION

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





I feel very grateful for this opportunity to visit the homes of vulnerable Singaporeans.

Through the GBFD, I have learned to be understanding towards those in need, and to feel for them on a deeper level and understand their situations.”

Melody Tan, 4th P Coy, Paya Lebar Methodist Girls' School (Pri).

IS A CHANCE TO GIVE

ALL I NEED

Creating sustainable furniture for disadvantaged households



THE GIRLS' BRIGADE FRIEND IN DEED PROJECT 2023

Girls' Brigade Singapore in partnership with South West Community Development Council (SWCDC) and local carpenters, Roger&Sons, set out to create reading and study spaces to provide a conducive study environment for families with young students.

GB Girls visited more than 30 selected households to understand their specific needs and to provide both bespoke and

measured-for-purchase furniture.

Carpentry studio Roger&Sons designed a furniture piece for small homes and taught our Girls to cut, assemble and finish these pieces before delivering them to each household - each special piece giving a second life to local trees which have been felled for urban development.

And fulfilling the wishes of more than 3,000 vulnerable Singaporeans



Photo credit: MCI

"Often, disadvantaged youths lack proper desks or spaces to study. This effort gives the girls and furniture makers a chance to understand up close the constraints and challenges faced by low-income families, and the opportunity to make a difference with their skills and creative solutions. It also demonstrates the community's heartfelt commitment and collective **action to uplift fellow Singaporeans and leave no one behind.**"

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



SUPPORTING ORGANISATIONS:



Roger & SONS

MIRIQA

OUTER EDIT



V'MEDIA



LEND A HAND in 2024! Adopt a wish with your friends, involve your children, come as a family to deliver wishes, become an exemplary giver, setting the example for future generations and providing hope to those in need .

"Fulfilling the specific wishes of Singaporeans in need is an excellent example of the spirit of volunteerism and community service that we seek to cultivate in our society. **Vulnerability can come in many different forms – age, disability, illness and many other reasons that bring new and unexpected challenges.** By providing personal and customised support, we can better empower individuals and families with the help that they truly need."

Guest of Honour, Mdm Halimah Yacob, 8th President of the Republic of Singapore.

WATCH ZAI EN AND HER FRIENDS IN ACTION AT THE PRE-LAUNCH EVENT



READ MORE HERE!

8 WORLD



LIANHE ZAOBAO



BERITA HARIAN



Building study spaces for lower-income families

Members of Girls' Brigade Singapore built stools and bought study tables as part of this year's Girls Brigade Friend in Deed. **Lim Yu Hannah Jade** finds out more about their experience.

Before 10-year-old Nia Mellina Shakira Hazli Nizam received her first stool and study table, she would sit on the floor to do her homework. Unfortunately, her younger siblings would sometimes draw on or spill water onto her books.

When asked how she felt about receiving the furniture set, she smiled and said that she felt happy.

Families in need receive household items, like groceries, as part of the Girls' Brigade Friendship Day, which is now known as the Girls' Brigade Friend in Deed (GBFD). As part of this year's GBFD, the girls fulfilled requests from more than 3,000 households.

And for 30 families living in the South West District, this year's GBFD included a little something more.

Girls' Brigade members from North View Primary School, Paya Lebar Methodist Girls' School (Primary), Singapore Chinese Girls' School, Raffles Girls' School and Radin Mas Primary School built handmade wooden stools and bought tables for the families.

To get to know the family she would be helping, PLMGS pupil Trinity Faith Leong Xin Zhen and three of her schoolmates visited a beneficiary's home to measure the space set aside for a study corner. The 12-year-old said: "We were told that most of the children did their homework on the floor or they had to go down to the void deck."

The girls later searched online and found a suitable foldable study table that could be used in the kitchen, which had the most free space in the home.

As for the stools, they were made of upcycled African mahogany wood from the Local Tree Project. Started in 2019 by local carpentry firm Roger&Sons, the project hopes to encourage the public to make full use of trees that have already been cut down,



Trinity Leong (right), 12, with Jannat Kaur, 11, one of the recipients of the stools made by Girls' Brigade Singapore. ST PHOTO: NG SOR LUAN

instead of importing new materials. These trees, which are felled to make room for new developments, are stored at local sawmills, but many are incinerated.

Mr Morgan Yeo, director of Roger&Sons, hosted the Girls' Brigade members over five

days and taught them how to cut wood and assemble the pieces to build the stools.

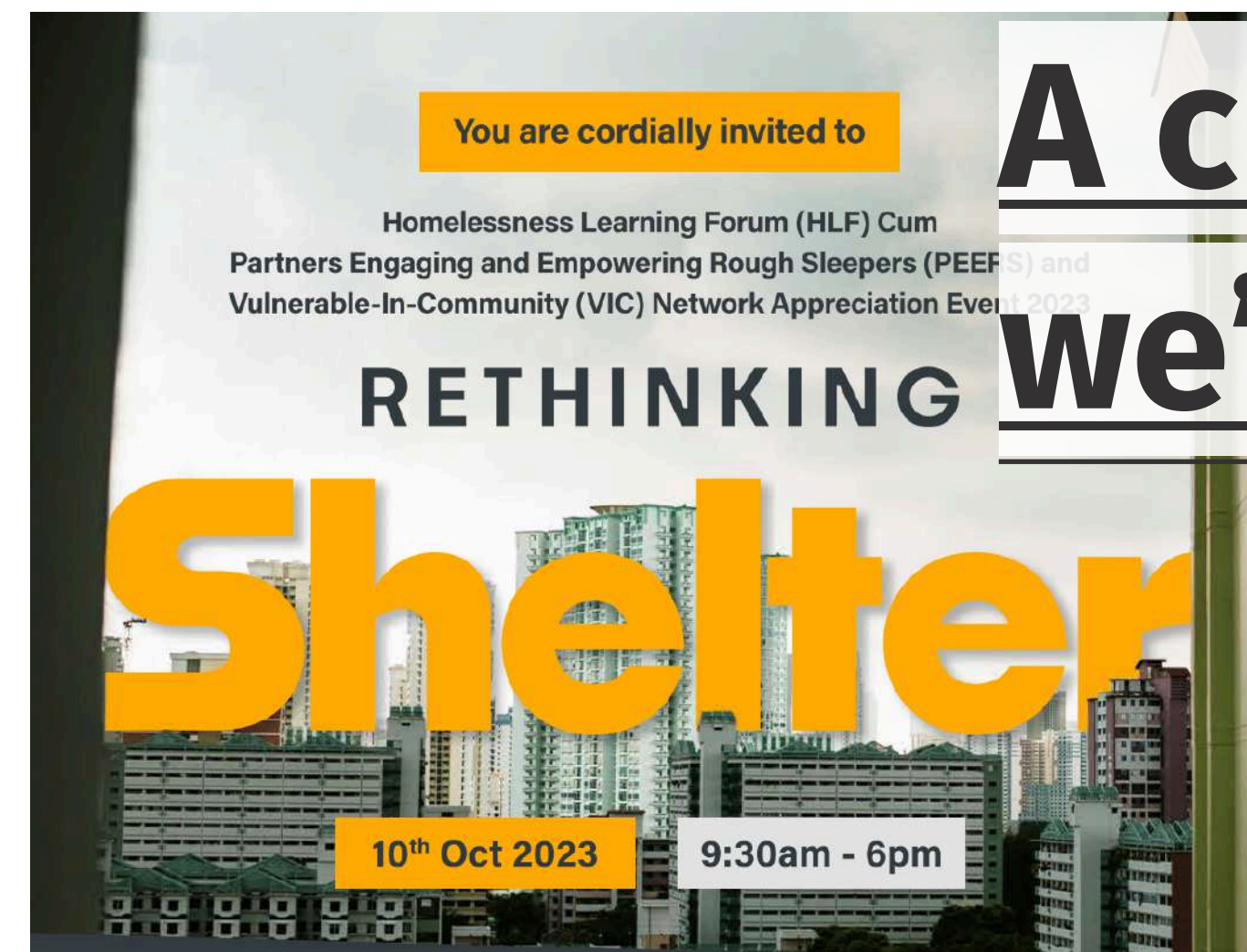
During each two- to three-hour session, the girls sawed and sanded wood as well as applied varnish. For many of them, it was the first time they did woodworking. Some carpenters held down the stools' dowels as the girls hammered them into place. Trinity said: "I was really afraid that I would knock his fingers."

Deborah Wong, 11, from North View Primary School, said that the varnishing "smelled like pancake mix".

When asked about her favourite part of this year's GBFD, Trinity said: "Interacting with the (student) recipient because she was around our age, so we had a lot of things in common." She hopes to continue in the Girls' Brigade when she moves on to secondary school next year.

The GBFD portal for granting wishes will be open until July 16. If you would like to grant a wish, you may visit their website at gbfd.certainty.is/public for more details.

Reusing wood from fallen trees reduces waste, and wooden furniture looks really classy too!



A chance to go where we've never been before

THE
HOMELESSNESS
LEARNING FORUM
2023

In conjunction with World Homelessness Day on 10 October 2023, GB Singapore was glad to play a part in, 'Rethinking Shelter' a Homelessness Learning Forum (HLF) organised by New Hope Community Services, Ministry of Social and Family Development, and other valued partners.

The forum provides first-hand insights from practitioners and individuals with lived experiences of homelessness.

“It was rewarding to have the opportunity to learn about each person's past and the factors that led to them having to rough sleep; all while being thoughtful about how we phrased our words sensitively.”

“The most challenging thing was to stay out late at night! It was also quite difficult to communicate in the different dialects. The experience cemented our wish to help those that fall through cracks in any way we can.”

Tan Yan Xi & Eileen Chung, 3rd S Coy., Fairfield Methodist School (Sec)

Our first Homeless Outreach

SERVING WITH
HOMELESS HEARTS
SINGAPORE

In the Girls' Brigade, hearing, will always be accompanied by doing. On 9 December 2023, a group of SPARKS Girls and Officers spent a night with volunteers from Homeless Hearts Singapore to walk the streets of Chinatown, serving the homeless amongst us.

Distributing Christmas goodie bags filled with buns, water, shower gel, shampoo and mouth wash, our Girls discovered how much it matters to be real and intentional in their desire to be a blessing to someone on the streets - sitting on the ground at the same eye-level, connecting and befriending people as they are.



HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM

FAITH

“

“What youths can do to help rough sleepers is make them **feel seen**. **Befriend them**, let them know you care by **reassuring them**, motivating them, and **respecting their privacy**. Rough sleepers feel loved when **the community steps up to help**.”



YOUTH
EDITION



HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM
HOMELESSNESS FORUM

MEGAN

“

“We all **struggle a lot** with the idea of dignity. Whether it's **admitting we need help** or hiding from others that we sleep in public. The idea of **spiritual poverty**, the feeling that **you've lost everything** you've had. It's the **same for us and the homeless**.”



YOUTH
EDITION



*The Girls' Brigade worldwide
is held together by a
commitment to 3 keywords.*

Relational.

We intentionally live, connect and draw others into a relationship in our local community.

Relevant.

We willingly adapt our methods and activities.

Responsive.

We humbly listen to the needs of the world and the next generation, taking action swiftly to best meet their needs.

**IS A BREATH
OF FRESH AIR**

**ALL
WE
NEED**

New badges for Primary and Secondary members



Slowly introduced over time from 2023, the new badges and framework give Girls a clearer sense of what they have achieved and the experiences that lie ahead of them. It also allows the Brigade to add or remove badges to evolve with interests and needs of each new generation of Girls.

The enamel coated metal pins, (which Girls voted for) are designed with a softer colour palette, that celebrates the uniqueness of the Girl as she leads and influences the world around her.

The new look champions the fact that a Uniform Group isn't all about being militaristic or regimental – there is always room for fun and play!



OUR TIMELESS MESSAGE & METHODS MADE FOR A NEW GENERATION

Marking their
unforgettable journey.

Lead Your Way - New GB Leadership Journal

Created in consultation with freshly graduated members, the new Secondary handbook serves as a guide, companion and journal that captures the growing moments of a Girls' life, while providing relevant advice for seasons well beyond her days in GB.

The beautiful, customisable and interactive journal contains memorable and practical principles which help Girls lead themselves and others well.

These principles are laid out onto 6 milestones - each one useful for Company leaders to review behaviour and setup clear expectations during day to day activities.



FRESH AIR

Baton Twirling

INSTRUCTOR
MS OI MEGUMI
BATON TWIRLING CLUB SINGAPORE

Baton twirling is an activity involving the manipulation of a metal rod and the human body to a coordinated routine and is similar to rhythmic gymnastics.

WATER-MIST GUN DRILL

NATIONAL CIVIL DEFENCE CADET CORPS

TEAM DIABOLO

Learn the art of Diabolo (a juggling or circus prop consisting of an axle and two cups or discs derived from the Chinese yo-yo) and working together as a team.

BAGPIPES & DRUMS

Conducted by:
Mr Ong Wey Shi, Instructor
& Shirim Pipes and Drums Band from
The Girls' Brigade Singapore
45th Company

UNIFORM Inspection

The Girls' Brigade Singapore

Ice-Cream

Sweeten someone's day with every scoop!

1 ICE-CREAM PER COUPON

FOOD TRUCK!

PRECISION & RIFLE DRILL

National Cadet Corps - Singapore

ANG MO KIO SECONDARY SCHOOL
CHRIST CHURCH SECONDARY SCHOOL
HOUGANG SECONDARY SCHOOL

COMMANDING in Drill

Making drill fun again... Our first carnival-styled drill competition



607 GB Girls from 39 Senior and 34 Junior teams competed for the coveted Challenge trophy at the first Drill Competition since the pandemic.

For the very first time, competitors and supporters could freely visit the food truck and participate in fringe activities organised by musicians, professional circus performers, dancers as well as our friends from the National Cadet Corp, National Police Cadet Corp (rifle drill), and the National

Civil Defence Cadet Corp (paramedic rescue). Every activity requires timing, body movement and a degree of concentration in a unique way - drill isn't the only way to instil a sense of discipline and self-control.

In the spirit of friendly competition and eager anticipation, all results were announced on the same day. The standard of preparation and performance of the teams were outstanding - **drill is alive and well in the GB!**

“ Having participated in drill competitions in Secondary School, the carnival element adds to the fun factor, and includes Girls who may not have wanted to, or did not have the opportunity to be part of a drill competition, and gives them the opportunity to come and learn other drill-related skills. ”

Tracy Chan, 31st S., Organising Committee

CONGRATULATIONS TO THE GIRLS' BRIGADE 84TH S SINGAPORE COMPANY AND THE GIRLS' BRIGADE 28TH P SINGAPORE COMPANY FOR WINNING THE CHALLENGE TROPHIES FOR THE SENIOR AND JUNIOR DRILL COMPETITIONS!

607 GIRLS
39 SENIOR
34 JUNIOR
TEAMS

WATCH THE
JOURNEY!



HEAR OUR
SENIORS!



HEAR OUR
JUNIORS!





I believe like any other parent, we had a sense of separation anxiety.

Will she eat well?

Will she have a good sleep without a mattress and aircon?

Can she do a quick shower and can she cope well with students from other schools? We had a lot of worries but we decided to have faith that she would be in good hands.

We got to visit Alexis on the second day of the JLTC camp and witnessed how she worked with her team to manage a game for parents. That was a proud moment as we saw how she had matured to another level in the leadership camp. I'm glad that she had this opportunity, and we have

a great appreciation for the Girls' Brigade and all the volunteers who made it happen. ”

**Thie Santoso Fongerts, father of Alexis,
17th P Coy., Westwood Primary School.**

IS A CHANCE TO CHANGE & LEAD

ALL I NEED



THE JUNIOR LEADERSHIP TRAINING CAMP 2023



TAKE CHANCES MAKE MISTAKES GET MESSY!



Just as an athlete learns to play the game by playing the game, Girls learn to lead by leading.

239 Primary-5 Junior Leaders took part in the Junior Leadership Training Camp where they learnt to **L**isten to the needs of their squad mates, **E**nergise the people they lead, have a positive **A**ttitude, and **D**emonstrate the attributes of a good role model.



Receiving feedback from camp facilitators and friends in a safe and loving environment - made getting things wrong a normal part of life and instruction.

Girls planned a carnival and leading groups of about 400 parents, facilitating a time of reflective learning for them. Our Junior Girls have the potential to serve every generation today!

“The JLTC camp was a wonderful event for the GB girls. They enjoyed it a lot, and I believe it is a good initiative. It helps Girls to be independent, live in a community with discipline, and learn the skills and mind sets of a junior leader. This will certainly help them in their other endeavours.”

James Ngiang, Grandfather of Jaemi Ng, 17th P Coy., Westwood Primary School.



“It was the first time in all my years as a mom that I realised that I am more than my talents.”
“Keep going until you get it right, then keep going until you can’t get it wrong.”

Sarah Cheng-De-Winne and Amanda Ng

380 Secondary-Three Girls, at the Leadership Conference 2023 - “Born to be Special, Born to be You, Born to be True”;

Heard our speakers relived their struggles of how they used to peg their self-worth to how well they performed as professionals, only to feel miserable when they didn’t get the results they wanted. The Conference is organised by GB Girls, for GB Girls!

239 JLTC
283 FFF
380 LC

Campers and online participants.

“I might not achieve my desired goals, but I should always embrace what life gives me. I will change my outlook on failure and remain positive regardless of the outcome.”

Ashley Wong, 5th S Coy., Presbyterian High School.

“It’s okay to make mistakes and experience failures in life, as long as we persevere and get better. There are always highs and lows in life. I’d try to take a step back and figure out what I can improve on, and to procrastinate less.”

Hu Huijia, 3rd S Company., Fairfield Methodist School (Sec).



JUNIOR FAST
FOOD & FUZZ
CAMP 2023

283 of our youngest Girls
discover how poverty
affects nearly 1/4 of the
earth's population.

Role-playing as a family that has to fight for scarce resources, Girls tasted the difficulty of living in an environment where people have no choice but to work unimaginably hard to survive.

Speakers and youth voices from Beyond Social Services brought to life the complex choices that families and young people face each day to pursue their dreams of making the world a better place.

Due to financial issues, I am unable to pay for courses on the website, so I have to take the money from my own pocket. However, I will not change my dream because I really want to help others who are facing this mental issue and give them a sort of encouragement. ”

Youth Speaker from Beyond Social Services

**DEALING WITH
POVERTY SHOULD
NO LONGER TEACH
US ONLY TO BE
GRATEFUL.
BUT TO BE
CHALLENGED
BY THE DREAMS
& DIGNITY OF
THOSE WHO LIVE
IN CIRCUMSTANCES
MORE DIFFICULT
THAN OUR OWN.**



Mdm Tabitha is an amazing and patient teacher. Although strict at times, she's understanding and always there for us.

We really appreciate her unconditional care for us. She always points out our mistakes to help us improve and become better versions of ourselves. We really value and appreciate her.”

Girls from the 79th S Coy., Riverside Secondary School.

**IS SOMEONE
WHO SEES
MORE IN ME**

ALL I NEED



“The responsibility to nurture a child is borne by the community that surrounds her.”

GUEST OF HONOUR, MRS TAN CHEN KEE, DEPUTY DIRECTOR-GENERAL OF EDUCATION (SCHOOLS) AND DIRECTOR OF SCHOOLS AT THE GIRLS’ BRIGADE AWARDS CEREMONY.

More than 800 guests, including parents, school leaders and GB volunteers came together as important representatives of the village that surrounds a Girl’s life. Each plays an important part in influencing her growth within her home, classroom, and life beyond school.

Every GB Company brings these influences together and multiplies the care, and the effort, her community pours into her life.

For the first time at the Awards Ceremony, 81 Primary and 43 Secondary GB Girls achieved their Junior Brigader and Pioneer Brigader (JBB & PBB) Brooches – the highest accomplishments for any GB Girl.

[WATCH THE GB FOR ALL VIDEO!](#)



GB for All - building an inclusive GB family

At this year’s Awards Ceremony, we launched our first GB for All online volunteer training module - created in partnership with ARK, a local social enterprise that believes in evidence-based early intervention for children with autism, learning and developmental deficits.

Officers from more than 20 Companies have completed the training.

“*Unlike full-time caregivers or teachers, GB Officers are volunteers who meet Girls only once a week. The 4-part module equips our volunteers with practical skills to create an inclusive environment for Girls with Special Educational Needs within their GB Companies.*”

Sandi Chua, Senior Manager, Programmes

This was a very relevant course for GB Officers to promote an inclusive culture in GB. I learned to communicate better and to manage relationships among GB Girls with different behavioural tendencies. I wish I had gone for this earlier. I would have been ready to help more children.

Ariel Zhuang, Officer, 2nd P Coy., Geylang Methodist School (Pri).



I was super excited when Farysha obtained the JBB award. Through her own perseverance and the guidance of her friends and teachers, she has gone a long way toward earning the honour.

As a result of the experiences she had in GB, Farysha has been exposed to learning new things and she's now able to view things from multiple perspectives.

”

**Afikah Norazmi, aunt of Nurul Farysha Binte Abdullah,
90th P Coy., Kheng Cheng School.**

IS A PLACE TO GROW

ALL I NEED

Empowering and Protecting women in developing countries

Basic sanitary products are not easily available, or are expensive for girls living in countries where menstruation is taboo. To tackle this problem, Girls from The 3rd S Company partnered with World Vision Singapore to sew reusable pads out of fabric. Each pad takes 4-5 hours to craft and is truly a labour of love!

"Going through the 'World Vision pad making activity'; we have learnt much about society around us and how we can play our part as responsible citizens of the world. We remember a particularly powerful fact that our instructor raised: that girls and women are made to stay in isolated huts for the entirety of their period as they are deemed 'dirty'. We were honoured to have been able to play our part, no matter how small our role was, to empower girls like us around the world."

Eileen Chung & Tan Yan Xi, Zoe Chong, 3rd S Coy., Fairfield Methodist School (Sec).

A Wild Idea – The 80th P Company raises funds for Acres Wildlife Rescue Centre

Girls from The 80th P Company in Westgrove Primary School channel their love for all things wild and cuddly into raising awareness and funds to support the wildlife rescue operations of Acres Wildlife Rescue Centre.

Designing and selling button pin badges and biscuits during recess, the Girls raised close to \$570 while educating their peers on how to treat animals kindly through activities, posters and a presentation during assembly.

Fighting Fit at The 17th P Company

Muay Thai, an ancient Thai art of self-defence isn't easy, even for adults. Despite that, Girls from The 17th P Company punch and kick with increasing precision and power across two weeks, proving that fighting like a Girl is a real compliment!

"I enjoyed the Muay Thai lesson as it teaches me independence and self-defence. It is a great way to defend yourself when you're in danger."

Chloe Chong, 17th P Coy., Westwood Primary School.



Each week a new experience

Raising funds for Children One Stitch at a Time

Every generation gets better at combining passion with the joy of doing something meaningful! GB Girls from The 42nd S Company in Xinmin Secondary School, spent weeks crocheting adorable items such as keychains and plushies to raise funds for Chen Su Lan children's home. Their hard work paid off when they raised more than \$700, thanks to the overwhelming support of school leaders, friends, and sponsors.

"I initiated this project because I love crocheting, and I also like to help the needy and give back to the community. So by using my passion to give back to the community, I find this very very meaningful."

Faith Foo,, 42nd S Coy., Xinmin Secondary School.

Night navigation with the 38th S & 81st S Companies

Girls from The 38th S Company and The 81st S Company in Unity and Regent Secondary Schools, took to the roads at midnight to put their topography skills to the test. Putting aside Google Maps to practise the now-ancient art of map-reading, Girls made their way from the West Coast to Regent Secondary School in a gruelling 20km expedition. Stranded on a tropical island without WiFi? No problem.

"It was the first time I did something like this, and I did not expect to walk this long. It was honestly quite tiring, but I tried to keep positive and encourage my friends to push through the expedition."

Angel Lim, 81st S Coy., Regent Secondary School.

Dragonboats put muscles to the test at The 55th S Company

Rowing a dragon boat is all fun and games until your neighbours threaten to overtake you! Girls from The 55th S Company in Serangoon Garden Secondary School test the limits of their endurance and sunblock out on the water, where everyone got extremely tanned and extremely proud of one another for not losing a paddle.

A winning future and a chicken dinner with The 34th S Company

Take it from the Girls in The 34th S Coy. In St Hilda's Secondary School who overcame their squeamishness to prepare a chicken for cooking, and mastered the waves through stand-up paddling. They even got to try their hand figuring out their future jobs at a career counselling session!



Experiencing life with disability at The 4th P Company Camp

Girls from The 4th P Singapore Company in Paya Lebar Methodist Girls' School (Pri) led a session of flower arrangements and chair-obics to bring cheer to the elderly of Methodist Welfare Service's active aging centre (Teck Ghee). They also partnered Fei Yue Community Services to deliver care packs to clients in 50 rental flats.

Girls simulated being deaf, blind and disabled while baking in groups to help themselves better empathise with people with disabilities.



GOODBYE

#FAREWELL

The 62nd S Singapore Company, Hillgrove Secondary School, bid their graduating seniors farewell with message boards lovingly decorated and covered with well wishes.

Seniors of The 28th S Singapore Company, Kuo Chuan Presbyterian Secondary School, enjoyed their farewell party so much with a gallery walk of well-wishes, games, and a photo booth that they nearly forgot to cry.

Seniors of The 76th P Singapore Company, Southview Primary School, bid adieu with hand-painted care notes from their Officers.

GIRLS

Anniversaries don't just commemorate our accomplishments, they remind us of those who have given us their shoulders to stand on & for us to do the same for the generation we serve.



45TH S REACHES 25

"The story of our late Captain Ms Sally Wong has been a big inspiration for me. She was the second captain of The 45th S Company but succumbed to cancer in 2016. Though I've never met her personally, my officers and teachers spoke very highly and fondly of her."

I was blown away by her overflowing love for others even as she battled cancer and how this woman of great faith inspired and touched so many lives. It made me reconsider how I was living my life and what I was living for. Ms Sally Wong's story inspired me to number my days wisely and to live not for myself."

Diana Chai, 45th S Coy., Raffles Girls' School (Sec).



THE 31ST S TURNS 31

"Anniversary celebrations are so precious and can never be taken for granted. I have always been inspired by how every batch of GB girls has passed down the legacy of The 31st S Company through their speech and even the smallest actions. This allows Juniors to emulate and continue this culture of a close-knit GB family that makes GB stand out as a CCA."

Janelle Pang, 31st S Coy., St Margaret's School (Sec).

PLACE TO GROW



A lot of my friends ask me why I still come back and serve in GB, why do I burn my weekends for GB,

- and I always tell them it's because I really believe in it.

I really believe that it can grow a Girl. Every piece of badgework we do in GB really equips the Girls with what she needs for today's society.

Seeing how the Girls have grown up, from when they know a little till when they come back to serve, seeing that growth in them makes me feel like, "Hey, I really have been a part of their lives and I've made an impact."

Dionne Leow, Officer, 4th S Coy., Paya Lebar Methodist Girls' School (Secondary).

[WATCH DIONNE'S STORY HERE!](#)

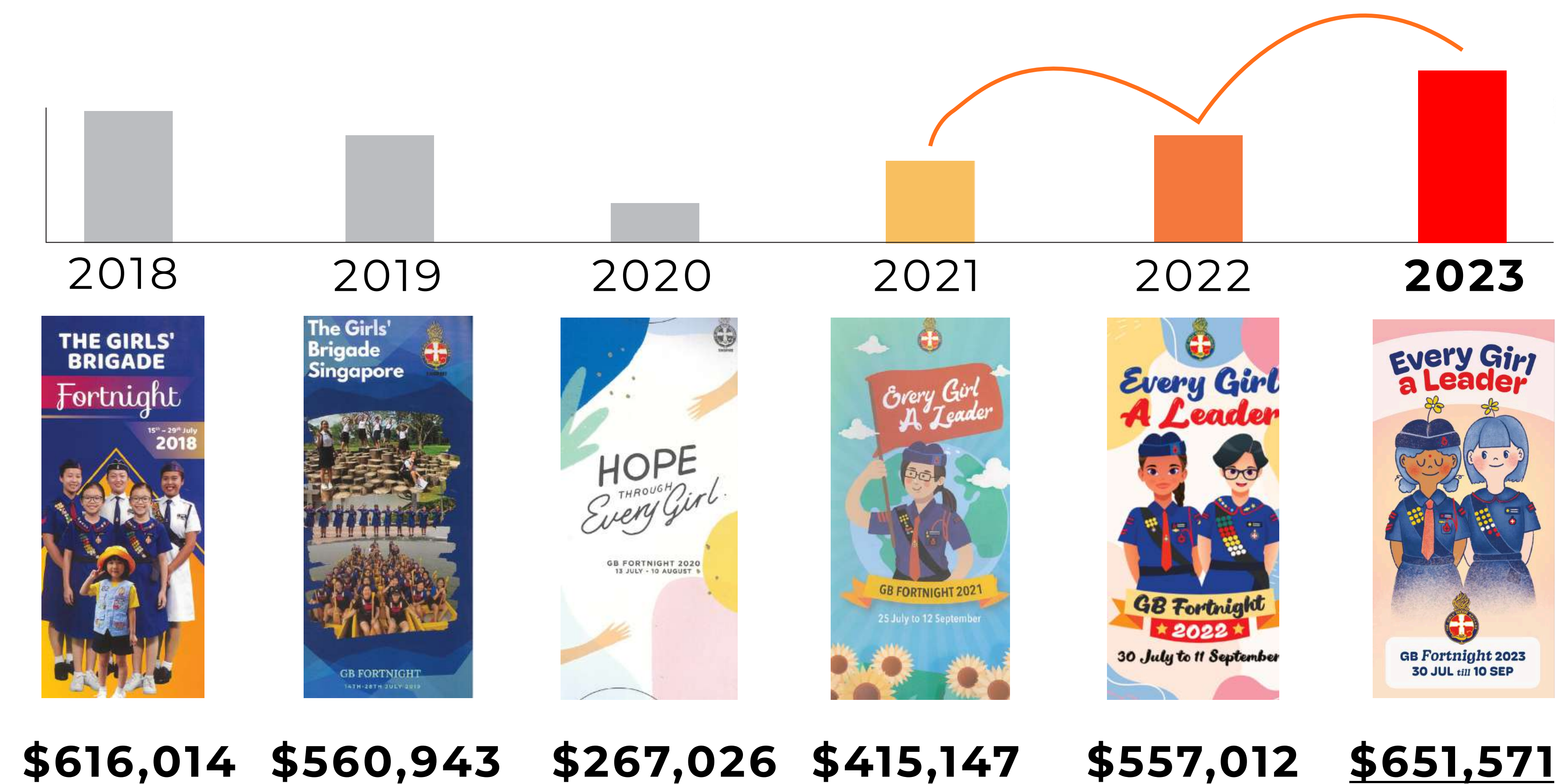


**IS TO BE A PART
OF SOMETHING
BIGGER THAN
MYSELF**

ALL I NEED

GB FORTNIGHT (GBFN 2023)

ANNUAL FUNDRAISING



Your gift keeps on giving

\$651,571 raised in GBFN 2023 alone

Thank you for giving Every Girl access to a GB Company where she is welcomed by loving leaders. Your gift to the GB movement builds a legacy that lasts beyond your lifetime - it allows us to build for a yet to be seen future - today.

Those who wait for perfect weather will never plant.

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

For the financial year ended 31 December 2023

	2023	2022
INCOME	\$	\$
Brigade Fortnight collections	649,029	552,780
Donations / Contributions	585,983	472,170
Grant income	626,376	874,626
Surplus from GB shop	14,147	44,858
Interest income	275,505	76,927
Sundry income	-	303
	2,151,040	2,021,664
LESS: EXPENDITURE		
Training and development programmes	56,082	174,557
Brigade activities	40,006	34,423
Community development	57,446	89,735
Company programmes expenses	334,292	252,074
GB Company care support costs	7,905	63,737
GB headquarters expenses	587,059	547,345
Manpower cost	841,250	824,609
	1,924,040	1,986,480
Surplus from General Fund	227,000	35, 184
Surplus/(Deficit) from:		
- GB companies programme fund	(11,069)	21,155
- Special fund	(61,675)	(99,007)
	(72,744)	(77,852)
Other comprehensive income or (loss)		
Items that may be reclassified subsequently to profit or loss:		
Movements in restricted funds:		
BB Sembawang Campsite Fund		
- Share of profit / (loss) for the year	87,688	(19,408)
Total comprehensive income / (loss) for the year	241,944	(62,076)

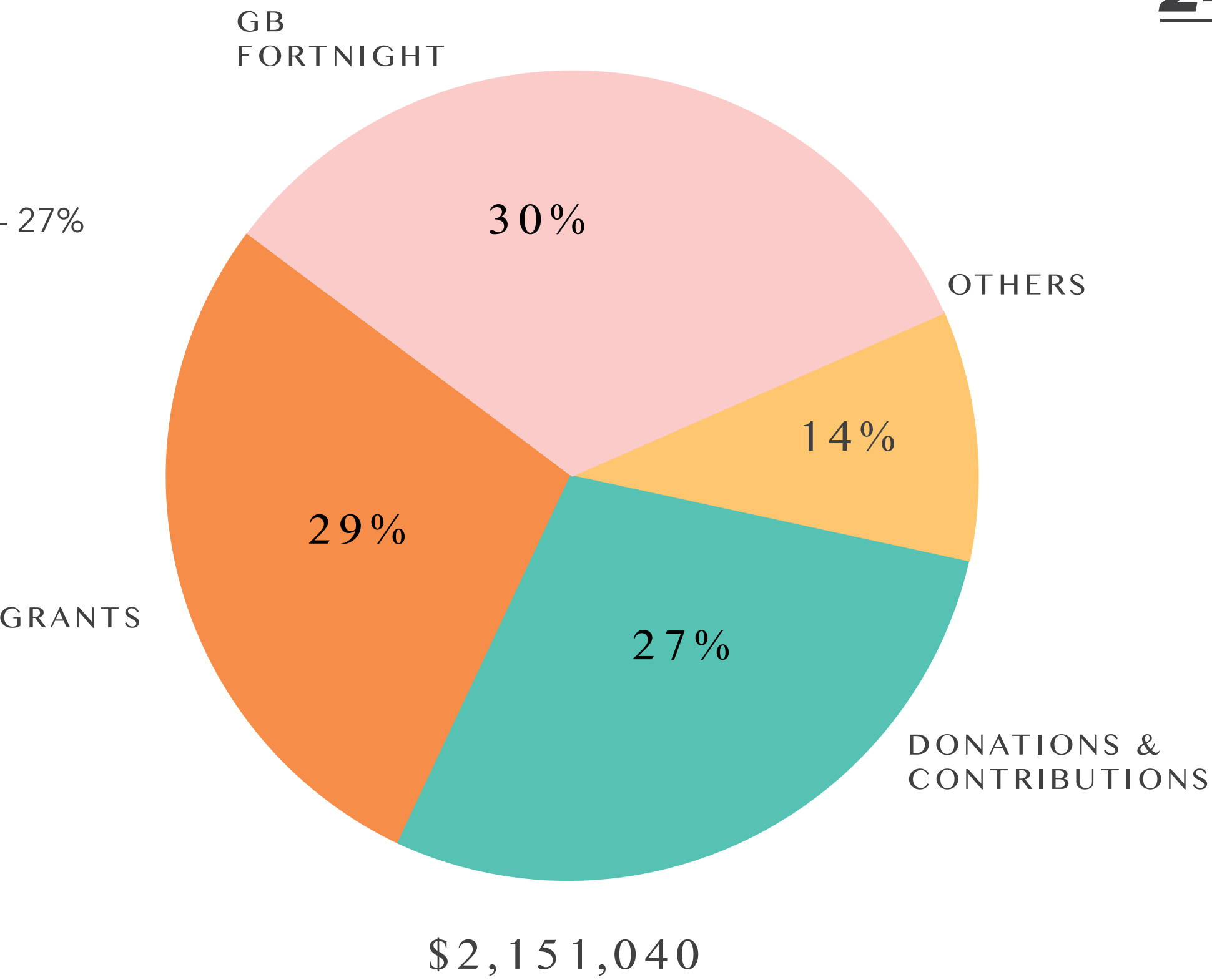


Auditor:
Assurance Partners LLP
Visit www.gb.org.sg, or scan /
click the QR code to view our
Audited Financial Statements.

2023 INCOME:

- Donations and Contributions - 27%
- Grants - 29%
- GB Fortnight - 30%
- Others - 14%

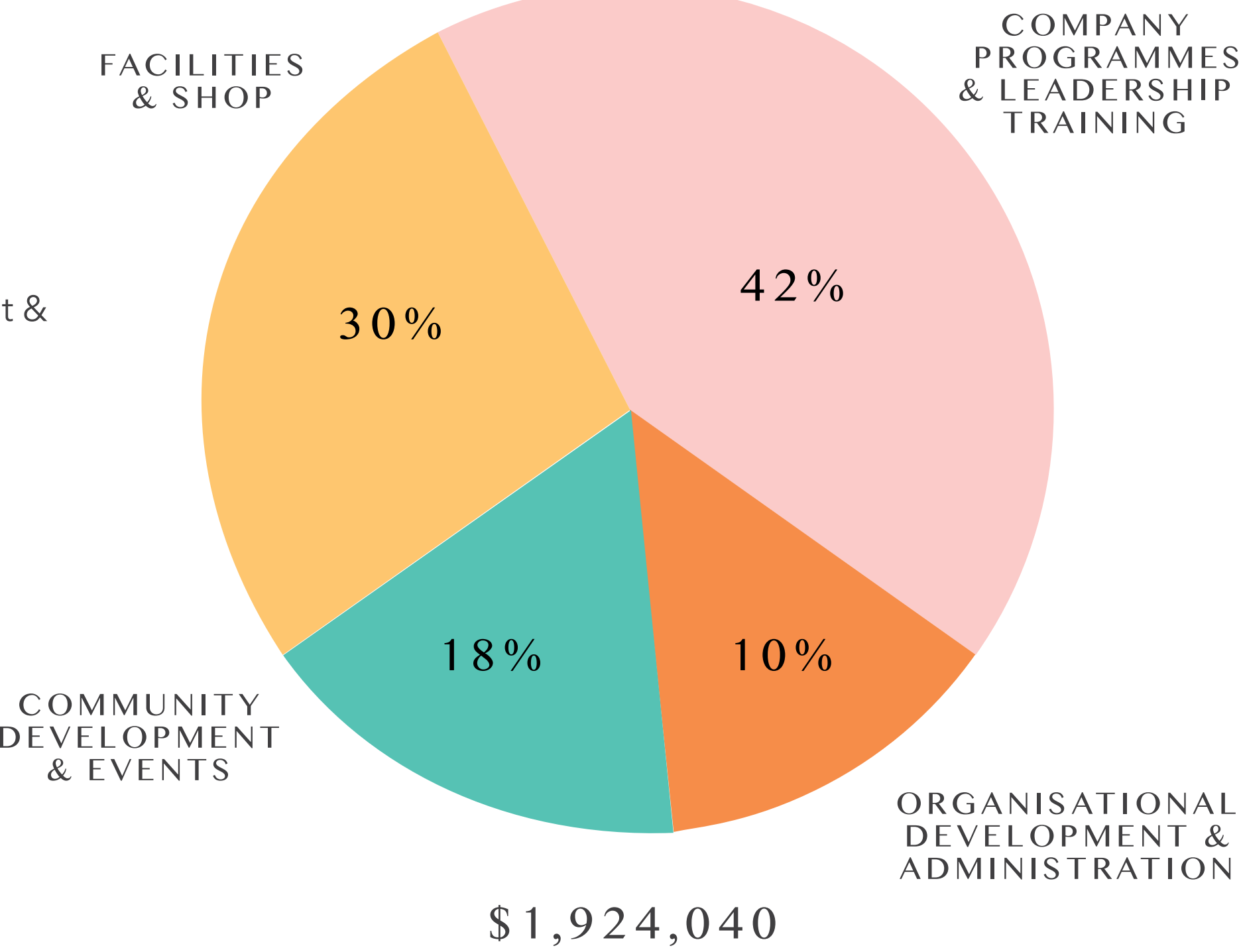
Total: \$2,151,040



2023 EXPENSES:

- Company Programmes & Leadership Training - 42%
- Community Development & Events - 18%
- Organisational Development & Administration - 10%
- Facilities & Shop - 30%

Total: \$1,924,040



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	<i>Appointed since 01 May 2019</i>
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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).

THE BOARD 2023

Name	Current Appointment	Occupation	Past Appointments	Attendance
Sharon Liat	President 26 Mar 2022	Vice Principal, Ministry of Education	President 28 Mar 2020	6/6
Joann Gor	Vice President 26 Mar 2022	Director, Biohealth Link Pte Ltd	Asst Treasurer 24 Mar 2018 Vice President 28 Mar 2020	6/6
Patricia Lam	Treasurer 27 Mar 2021	Director, Amgen Biotechnology Singapore Pte Ltd	Finance Committee Chairperson 28 Mar 2020	6/6
Sandra Tan	Secretary 26 Mar 2022	Company Chaplain	Secretary 28 Mar 2020	6/6
Heng Ci Pei	Asst Secretary 26 Mar 2022	Subject Head, Ministry of Education	-	4/6
Cheryl Lim	Audit Committee Chairperson 26 Mar 2022	Executive Director, Deloitte Singapore	Audit Committee Chairperson 28 Mar 2020	3/6
Gloria Yeo	Finance Committee Chairperson, 27 Mar 2021	Director, Wrise Technologies Pte Ltd	Corporate Comms Chairperson 29 Mar 2014 to 28 Mar 2020 Board Member 28 Mar 2020 to 27 Mar 2021	4/6
Tay Ching Yee	Board Member 26 Mar 2022	Senior Social Worker, Montfort Care	-	3/6
Juliet Ang	Board Member 26 Mar 2022	Homemaker, 15 years of prior experience in the financial sector.	-	4/6
Laraine Quek	Nomination Committee Chairperson 26 Mar 2022	Senior Marketing Director, ERA Realty Network Pte Ltd	-	4/6

The Board must meet at least 4 times a year and met six (6) times (excluding the AGM in 2023).

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 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 7 and Note 22 to 26 of the Financial Statements.) We do not have endowment funds according to the Charity Portal.

Risk Management and Internal Audit

Under the Singapore Code of Governance for Charities and Institutions of a Public Character (“Code of Governance for Charities & IPCs”) updated in 2017, 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

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.
- Other disclosures may be found in our Audited Financial Statements, downloadable from www.gb.org.sg

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.

Reserves will be held in accounts with the approval of the Board and in accordance with other guiding policies set out by the Board.

Management will inform the Treasurer/Assistant Treasurer, at least three months before the cash flow is expected to breach the threshold of 12 months of operating expenses.

- 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

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).

- Whistle Blowing Policy

The Girls’ Brigade Singapore 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 any Concerns in relation to irregularities, inappropriate Behaviour, legal or ethical violation.



Scan or Click the QR Code to view our other policies.

- Board & Council Term of References



Scan or Click the QR Code to view a Summary of our Terms of References.

ESG'23-24

Environmental

- Cutting down the amount of paper used for receipts and documentation is a challenging process as we bridge legacy, new operational needs, and governance requirements.
- The new digital system currently in development will provide paperless options from the on-boarding of a new Girl, to everything else in between - volunteer, staff and other organisational processes.

Social

- Responding to the needs of families with children with Special Educational Needs, GB Singapore has launched a 4-module training package to equip our volunteers to welcome and integrate new students into our GB Companies in schools.
- We have slowly and intentionally increased the reach and numbers of the GB Friend in Deed Project to reach more vulnerable Singaporeans (up to 4,000 in the coming 2 years).
- Along with partner agencies, we have chosen to tackle sensitive social needs like homelessness in Singapore. We have also begun to work with more closely with organisations like *SHE* to help advocate and provide good and equal opportunity to women and Girls from all social and economic backgrounds.



Governance

- GBS is a grateful recipient of the Charity Transparency Award 2023.
- The CTA recognises charities which have maintained transparency in their practices and upheld good standards of governance.
- GBS will review its succession planning processes and is actively building both the skill and gender diversity of its Board.

THE YEAR AHEAD²⁷

GB Friend in Deed (GBFD) 2024

- GBFD will continue to grow its network of partners and collaborators to reach more vulnerable Singaporeans - including the SG CARES Volunteer Centres, South West CDC and a network of Social Service Agencies.
- Together with New Hope Community Services, this year's launch event will bring together inter-generational groups of vulnerable Singaporeans to learn a trade-craft and bake cookies for the community. The event will also attempt to set a Singapore Book of Records.
- We hope also to build a small and growing network of corporate sponsors and donors.

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. The tender exercise has been completed and work is now underway.
- We will also begin plans for our Events and Finance systems to integrate as seamlessly as possible.

New Resources and Culture statements

- We continue to build toward a simpler, more unified GB experience for both volunteers and members.
- Following the successful publishing of the Secondary Leadership Journal, we will be working toward releasing a Primary Handbook and bookazines.
- Key behaviours and habits will continue to be articulated and used across the organisation.

Volunteer Training

- We are at the mid-point of reviewing and implementing our Basic and Mid 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 2024 and 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.



The Girls' Brigade Singapore

Unique Entity Number (UEN): S61SS0001A

Banker(s): UOB, OCBC, DBS

Auditor: Assurance Partners LLP

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☎ 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.