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## CREDITS

Content: Elizabeth Chew, Yin-Fern Lim  
Photos: Image Mission team

# ABOUT US

**IMAGE MISSION LTD** is a registered IPC charity dedicated to helping women from disadvantaged backgrounds achieve economic independence by providing them with personalised coaching, support and professional attire to gain employment.

We manage Dress for Success® Singapore, an affiliate of international non-profit organisation Dress for Success® Worldwide.

Image Mission is a member of the National Council of Social Service (NCSS) and the Singapore Council of Women's Organisations (SCWO).

## OUR MISSION

To promote the economic independence of the disadvantaged by providing them with coaching, image services and presentable work attire for job interviews and career advancement.

## OVERVIEW

Incorporated in Singapore, a company limited by guarantee and not having a share capital.  
Date of incorporation: 16 March 2015.

Registered Charity under the Charities Act:  
26 August 2015

Approved Institution of a Public Character (IPC):  
1 January 2017 – 31 December 2021

UEN: 201506898W	Banker: OCBC Bank
Registered address: 6 Ubi Road 1, #04-11 Wintech Centre, Singapore 408726	Company Secretary: JIL Management & Consultancy Pte Ltd
Auditor: Tan, Chan & Partners (effective 27/11/20) Retiring Auditor: Gabriel Ng & Co	

# CHAIR'S MESSAGE



“Our commitment to our clients motivates us to continually strive to do better. These women are bearing the brunt of the pandemic’s disruption and need our services now more than ever.”

## REFLECTIONS

FY2021 was a year unlike any other. The Covid-19 pandemic forced us to suspend in-person services and quickly transition to virtual programming to continue serving the needs of our clients. This transition enabled us to serve 159 women, with 25% gaining employment.

Fundraising was a challenge as restrictions prevented us from organising events that were successful in previous years. Thankfully, government grants brought in \$105,241, contributing to 17% increase in total income.

In hindsight, the pandemic provided the impetus for accelerated change at Image Mission. We ramped up digitalisation and found new ways to engage, deliver our services and fundraise.

Amidst these challenges, we celebrated our 5<sup>th</sup> anniversary! It was an opportunity to thank partners, donors and volunteers for supporting us on our journey. On a personal note, I was especially pleased to be among 15 volunteers recognised for their long service to the charity.

Our commitment to our clients motivates us to continually strive to do better. These women are bearing the brunt of the pandemic’s disruption and need our services now more than ever.

Our reward is seeing the transformations in our clients, like Jesslyn and Emy who share how their newfound confidence empowered them to get the job!

## ASPIRATIONS

With six years now under our belt, we are looking to scale up our reach and impact in a big way. The Board has set the target of empowering 2,025 women by 2025 (our 10<sup>th</sup> anniversary) with 60% employment success rate. We call it Vision 2025. I invite you to join us on this journey!

We’ve already taken steps in the right direction – the appointment of Philomena Ang as Executive Director to manage the charity and new Board members to oversee communications and marketing strategy.

Last but certainly not least, I am grateful for the support of my capable and committed Board. Thank you Cheryl, Elise, Ian, Ivy, Jenny, Li Kin and Yin-Fern.

A handwritten signature in black ink that reads "Elizabeth Chew".

**ELIZABETH CHEW**  
Chair



# THE BOARD



**CHEW PECK LING ELIZABETH**  
**Chair**

Appointed 18 April 2020  
**Director, Communications**  
31 August 2015 – 8 March 2021



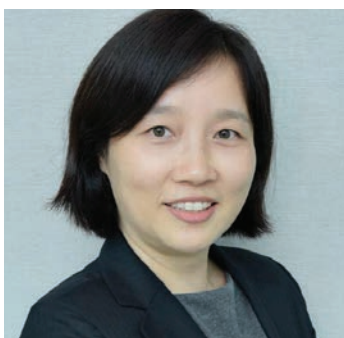
**PANG LI KIN**  
**Director, Strategic Partnerships**  
**Chair**

Appointed 18 April 2020  
16 March 2015 – 18 April 2020



**ONG SOH WEI (CHERYL)**  
**Director, Stakeholder Relations**  
**Director, Finance**

Appointed 1 December 2019  
1 December 2015 – 1 December 2019



**FANG XIAO QING (JENNY)**  
**Director, Operations**

Appointed 13 May 2017



**LONG HAI LIAN (IVY)**  
**Director, Finance**

Appointed 9 November 2019



**HUIHENG LIN COURTNEY (ELISE)**  
**Director, Fund Development**

Appointed 18 January 2020



**IAN SCOTT FELDMAN**  
**Director, Marketing Strategy**

Appointed 19 February 2021



**YIN-FERN LIM**  
**Director, Communications**

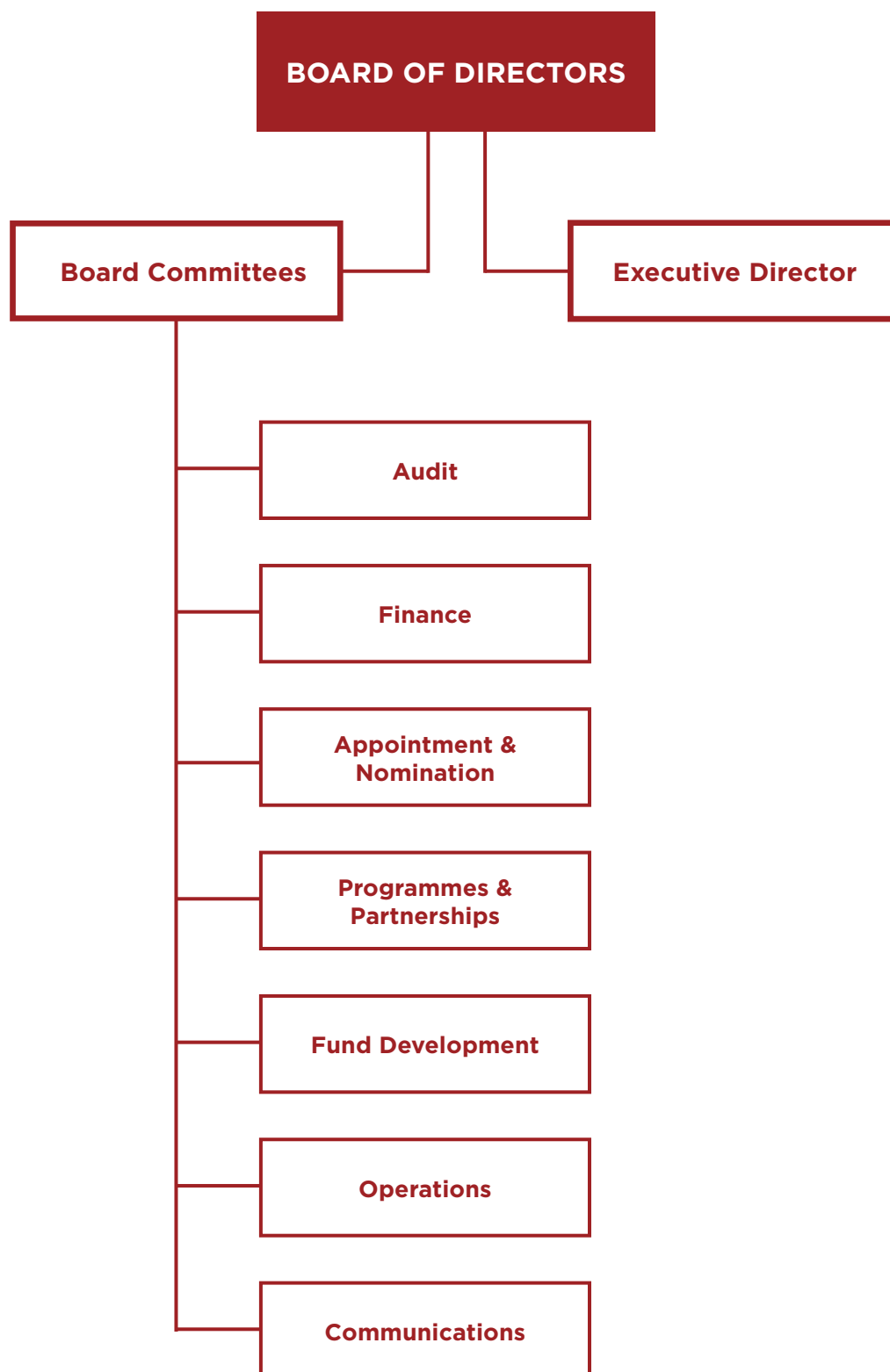
Appointed 8 March 2021



**ANG LIN CHOO PHILOMENA**  
**Director, Programme Development**  
**Executive Director**

28 September 2019 – 6 October 2020  
Appointed 15 October 2020

# BOARD AND EXECUTIVE MANAGEMENT



# HIGHLIGHTS

**159**  
Clients



**40**

Clients who  
secured employment



**13**

Community  
Partners



Client Sessions

**410**

**27**

Donors &  
Corporate  
Partners



**28**

Active Volunteers

**2754**



Volunteer Hours



## 5<sup>TH</sup> ANNIVERSARY CELEBRATION

A joint celebration was held in September 2020 to commemorate the 5<sup>th</sup> anniversaries of Image Mission and Dress for Success® Singapore.

Awards were presented to the following in appreciation of their incredible support over the past year: Daughters of Tomorrow (Community Partner 2020), 33 Talent (CSR Partner 2020), The Fifth Collection (Corporate Partner 2020), Joanne Ong (Star Fundraiser 2020) and four volunteers (Founder's Award for Volunteerism).

Then CEO Dress for Success® Worldwide Joi Gordon congratulating us on our 5<sup>th</sup> anniversary

## FUNDRAISING



Covid-19 online campaign on Giving.sg (May 2020)



Your Hour Her Power online campaign in conjunction with Dress For Success® (Mar 2021)



3<sup>rd</sup> PowerPiece Night in conjunction with Dress For Success® (Dec 2020)

## VOLUNTEER APPRECIATION

Long service awards were presented to 15 volunteers to thank them for their steadfast support over the past five years at our annual volunteer appreciation event in November 2020.





# PROGRAMMES

Image Mission offers two programmes – Dress for Success® Singapore and IM Ready. Together, they cover every facet of our client's journey from job search to employment and beyond.

We redesigned our programmes to suit an online format and trained our coaches and stylists to facilitate virtual sessions.

## **DRESS FOR SUCCESS® SINGAPORE**

The Dress for Success® programme provides interview and career coaching as well as professional attire for job interviews and employment.

In FY2021, we served a total of 159 women, with 25% securing jobs (193 and 29% in FY2020).

A total of 17 (of which 16 were virtual) grooming, resume and interview skills workshops were conducted in FY2021, an increase of 89% from FY2020. Conducted in collaboration with our community and corporate partners, the workshops attracted 223 participants, an increase of 84% from FY2020.

Interview and employment styling fell 67% but the increased participation from workshops contributed to a total of 410 client sessions this financial year, on par with FY2020 and FY2019.



Our styling sessions now include a make-up service, giving clients a complete head-to-toe makeover.



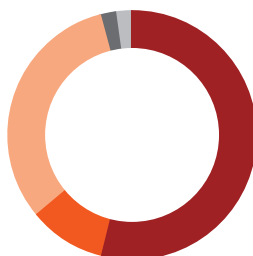
### CAREER CENTRE

A total of 60 women (64 in FY2020) used our Career Centre services.

This includes **IM Ready**, a structured 4-6 weekly programme designed to help clients identify their core competencies, interests and motivations and equip them with the skills and resources to become workforce ready. It is offered one-to-one as well as in a workshop format.

Other Career Centre services include resume coaching, career planning and job search as well as mentoring. 42% who used these services secured employment (38% in FY2020).

### Client Sessions by Type (%)



Workshops	54
Interview Styling	10
Career Centre	32
Mentoring	2
Employment Styling	2

Virtual workshops to support our clients' employment needs



# CLIENTS

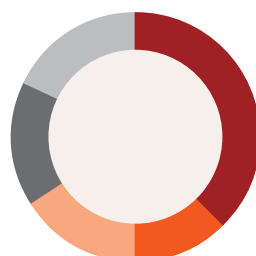
Image Mission serves clients who are referred by agencies that provide them with assistance. These include single mothers, survivors of domestic abuse, those with disabilities and the marginalised. We also serve graduating students from low-income families.



“I was staying in a safe home with minimal belongings and was grateful to receive the help. The career coach taught me how to overcome my fears during the interview and boosted my confidence, which helped me subsequently to secure a job as a HR assistant. Thank you Image Mission!”

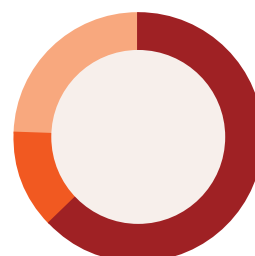
*Jesslyn*

Age (%)



18 - 24	21
25 - 30	7
31 - 40	9
41 - 50	9
50+	10

Ethnicity (%)



Chinese	54
Indian	11
Malay	21

25% are mothers, of which 56% are single mothers.

“I was looking for a job and finally landed an interview which had to be done over Zoom. I didn’t bother to dress up and ended up bombing the interview. Thankfully, Image Mission coached me for the next and also reminded me to prepare for things that I never thought about, like ensuring I had a stable Internet connection to do the interview. I eventually secured an administrative job.”

*Emy*

FOR SUBSCRIBERS

Digital Divide: Career prospects hampered by digital skills gap



Ms Emy (above) eventually secured an administrative job after getting career coaching from Image Mission. (PHOTO: KIMMYE JOHNS)

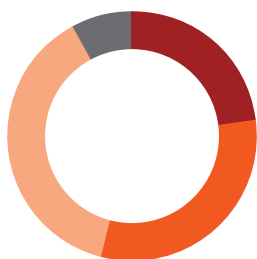


# COMMUNITY PARTNERS

We work with our community partners to help their beneficiaries secure employment and become financially independent. Our community partners are charities or non-profit organisations such as Social Service Agencies, family service centers, community organisations and agencies that provide employment training and job matching services.

In FY2021, we had 13 active community partners (20 in FY2020) referring some 95 women to us.

## Clients by Community Partners (%)



Organisations for Women & Girls	23
Educational Institutes	31
Community Service & Government Agencies	38
Organisations for Mental Health	8

“Thank you for the excellent work that you and your team continue to do, reaching out to our clients with your programmes and services, even at times like this. We admire the level of team dedication and commitment and the generous spirit of sharing and caring by all of you. Please keep up the excellent work.”

*Winnie Chua*  
New Hope Community Services



Professional grooming workshop for NUS Centre for Future-ready Graduates



# VOLUNTEERS

Image Mission relies almost entirely on our pool of dedicated and committed volunteers to run our programmes and help realise our mission of empowering women to achieve economic independence.

In FY2021, we had 28 active volunteers (54 in FY2020) donating some 2,754 hours of their time and expertise, an 11% increase from FY2020. Our volunteers serve as board members, coaches, mentors, stylists, event organisers and more.

“As a mother of young daughters, my experience with Image Mission has been incredibly meaningful. My children know that Mama spends her time helping women find jobs. This teaches them that firstly, it is nice to help others in need. Secondly, it is important for women to be gainfully employed so that they can take care of themselves and their families.”

*Qiao Qing*  
*Outreach Lead*



Qiao Qing (right) conducting a mock interview with a client.



Andrea (right) with her mentee

“Volunteering as a career coach at Image Mission is a way for me to give back to the community in a tangible and meaningful way. I am passionate about creating economic opportunity for women, and seeing my mentees secure their dream job and succeed in their careers is incredibly fulfilling.”

*Andrea*  
*Career Coach*

# DONORS

We are grateful to corporate and individual donors who provided financial, in-kind and pro-bono support to us in FY2021.

## Funding Partners

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## Donors

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# CORPORATE PARTNERS

We are thankful to our corporate partners who support our programmes and fundraisers by sponsoring products and offering pro-bono services.

- 13rushes
- 33 Talent
- Artsynibs Studio
- B.E. (Believe. Empower)
- Bynd Artisan
- EY Singapore
- Food Playground
- Georgina Chang Communications
- Identity Hairworks
- J.P. Morgan
- Marina Bay Sands Singapore
- Physio Solutions and Sports Solutions
- Potentia Unlimited
- Salesforce
- Virtual Room

## BOUTIQUE PARTNERS

- Love Bonito
- The Fashion Pulpit
- The Fifth Collection



Georgina Chang shares tips on digital empowerment and shows clients how to amplify their confidence for online interactions.



“You have worked so hard to build Image Mission over the last 5 years and we humbly salute your commitment.

We are glad that you feel that our efforts have made a difference and we are excited to find more ways to have a much bigger impact in future!”

*Michael Finn  
The Fifth Collection*

“We chose to partner Image Mission because our own social mission of empowering women is aligned with that of Image Mission, so we are really happy to be involved in doing good.”

*Daniel Tan  
Food Playground*

# FINANCE

## INCOME

Total income for the financial year increased 17% to \$171,566 (\$147,093 in FY2020). The increase came mainly from government and foundation grants, and outright donations. The main contribution from government grants came from the Bicentennial Community Fund which matched donations dollar for dollar.

In FY2021, we were awarded the ACI Trampoline Fund managed by The Majority Trust (\$12,000) to fund our IM Ready programme for one year.

Total expenditures increased to \$107,677 (\$99,591 in FY2020) due to hiring of one headcount for the position of Executive Director.

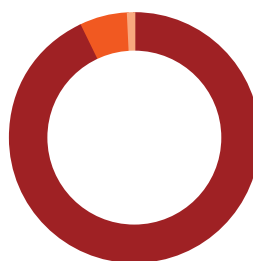
Fundraising activities also included donations-in-kind (\$2,338).

Total funds at the end of the financial period was \$79,350.

## EXPENDITURE

Total fundraising expenses excluding donations-in-kind for the financial year was 4.5% (13.28% in FY2020) of the total income from fundraising activities.

### Total Income (\$)



Voluntary Income	159,227
Fundraising Activities	10,907
Sale of Donated Items	1,432
<b>Total</b>	<b>171,566</b>

### Voluntary Income (\$)



### Expenditure (\$)



Cost of Charitable Activities	54,253
Restricted Fund Expenses	41,130
Cost of Generating Funds	2,790
Cost of Governance	9,504
<b>Total</b>	<b>107,677</b>

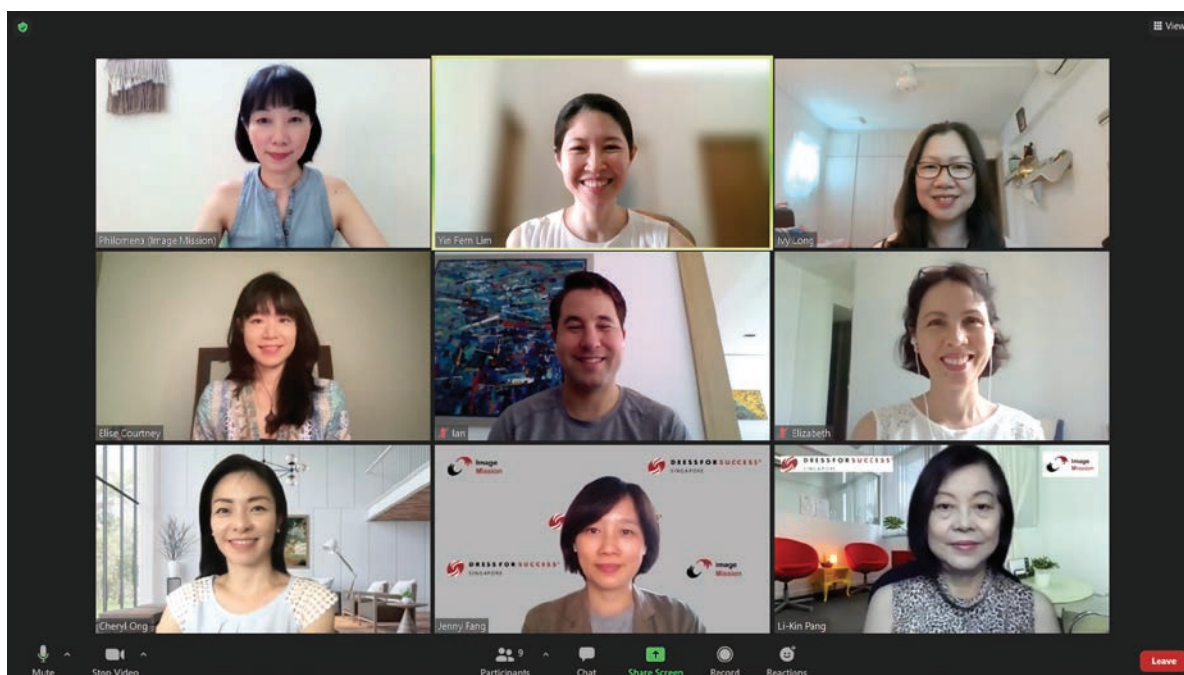
### Cost of Charitable Activities (\$)





# GOVERNANCE

The Board's role is to provide strategic direction and oversight of Image Mission's programmes and objectives and to steer the charity towards fulfilling its mission through good governance.



A total of 4 board meetings and 1 AGM were held in FY2021.

BOARD MEMBER	ATTENDANCE (%) DURING TERM OF SERVICE
Chew Peck Ling Elizabeth	100
Pang Li Kin	100
Ong Soh Wei (Cheryl)	100
Fang Xiao Qing (Jenny)	100
Ang Lin Choo Philomena	100
Long Hai Lian (Ivy)	100
Huiheng Lin Courtney (Elise)	100
Ian Scott Feldman	NA
Yin-Fern Lim	NA

## DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board Members were remunerated for their Board services in FY2021.

**RESERVES POLICY**

The charity has a reserves policy to ensure stability of its operations and programmes. We had 6 months of operating expenses kept as reserves for FY2021 and intend to maintain our reserves at this level going forward.

	<b>FY2021</b>	<b>FY2020</b>	<b>% increase/decrease</b>
Unrestricted Funds (Reserves)	\$143,020	\$79,351	80%
Restricted/Designated Funds	\$219	0	219%
Endowment Funds	0	0	0
Total Funds	\$143,240	\$79,351	80%
Ratio of Reserves to Annual Operating Expenditure (Cash)	1.33	0.8	66%

**CONFLICT OF INTEREST POLICY**

The company has a conflict of interest policy in place.

All board members / directors are required to make full disclosure of interests every year. When a conflict of interest situation arises, the person concerned shall declare his or her interests and abstain from participating in the discussion, decision making and voting on the matter.

All board members / directors of Image Mission Ltd in FY2021 have read and signed the conflict of interest policy and declaration.

During the fiscal year 1 April 2020 to 31 March 2021, there was no transaction with a corporation in which board members / directors had any financial interest.

# FUTURE PLANS

Introduce a virtual network of support for clients

Develop employer partner programme to create ready job opportunities for clients

Expand outreach to community partners to increase client referrals

Build stakeholder relations with partners and donors to create sustainable growth for the charity

Launch revamped website for stronger online presence



Towards Vision 2025. Photo taken pre-Covid 19.

# Image Mission Ltd

Managing  **DRESS FOR SUCCESS**<sup>®</sup>  
SINGAPORE

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Singapore 408726  
**Tel** +65 6747 6510



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