



FY2023

# ANNUAL REPORT

# CONTENTS

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- 03**    **About Us**
- 04**    **Chair's Message**
- 06**    **Executive Director's Message**
- 08**    **Board & Executive Management**
- 10**    **Highlights**
- 13**    **Programmes**
- 16**    **Stakeholders**
- 19**    **In Gratitude**
- 21**    **Finance**
- 23**    **Governance**

## **On the cover**

Cherry, Image Mission's 1,000th client

## **Credits**

Content: Yin-Fern Lim, Philomena Ang, Elizabeth Chew

Layout: Renee Ng

Photos: Melvin Tan, 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®.

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

## **Our Vision**

Empowering men and women in need to gain economic independence and break out of the poverty cycle.

## **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.

Image Mission has a Memorandum & Articles of Association as its governing instrument.

Registered Charity under the Charities Act: 26 August 2015

Approved Institution of a Public Character (IPC): 1 January 2022 – 30 September 2024.

UEN: 201506898W

Registered address: 6 Ubi Road 1, #04-11 Wintech Centre, Singapore 408726.

Banker: OCBC Bank

Company Secretary: Lisin Commercial Services (effective 1 February 2023)

Retiring Company Secretary: JIL Management & Consultancy Pte Ltd

Auditor: Tan, Chan & Partners

# CHAIR'S MESSAGE

FY2023 saw us finally emerging from the restrictions of Covid-19 and resuming in-person programming and events. I'm pleased to report that we served 220 women (205 in FY2022) and achieved our 1,000th client milestone!

## **1,000 Women**

Our 1,000th client, Cherry, is a single mother of two who first came to Singapore as a migrant wife. Sadly, the marriage did not work out and Cherry sought refuge for herself and her children at a shelter for victims of spousal abuse a few years later.



**Elizabeth Chew**

With few opportunities to support herself and her children, Cherry found work in a fast food restaurant. She sought to improve her employment prospects by taking up English courses and came to us for coaching and styling. Today, Cherry is working as a part-time sales representative and has managed to secure an HDB rental flat for her family.

Hoping to be a freelance makeup artist one day, Cherry continues to upgrade her skills and is currently pursuing a course in eyelash embroidery. She will also be participating in our mentorship programme to train under one of our volunteer makeup artists.

Cherry's story and journey of empowerment is echoed in the stories of many of the women who walk through our doors. Their courage and determination motivate us to do better and we want to help more women like Cherry achieve financial independence.

## **Finance**

Total income for FY2023 was \$212,796 (\$215,626 in FY2022) with outright donations, government, foundation and corporate grants contributing the bulk of income.

Government grants from the Tote Board, which matched campaign donations dollar-for-dollar, and NCSS support grants brought in \$92,152.

We're grateful to funding partner The Majority Trust who contributed \$19,080 to support our IM Ready programme for a second year and corporate partner Marina Bay Sands who donated \$20,000.

Fundraising efforts brought in \$54,915 (\$59,487 in FY2022) and I'm heartened that our giving community of individual and corporate Angels is growing and empowering more women to create a brighter future for themselves and their families.

### **Looking Ahead**

Developing a sustainable funding model to support the long-term growth of the charity continues to be a work in progress for us. We will continue to run our signature fundraising activities and campaigns in FY2024 – Power Walk, Your Hour Her Power and Angels Giving – even as we build other funding sources for the charity.

We want to continue to make a difference to the lives of more women. To this end, we plan to implement direct outreach to clients. This will complement ongoing outreach efforts to referring community partners and enable us to serve a larger portion of the community through our Dress for Success and IM Ready programmes.

Image Mission is committed to upholding good governance standards and practices. We will continue to conduct regular reviews to ensure transparency and accountability in our operations and processes. The Board is also committed to improving its performance and effectiveness, holding ourselves and our processes accountable in order to achieve our goals.

On that note, I would like to say a special thank you to outgoing Board members Li Kin and Ivy for their invaluable contributions to the charity.

The strides we have made in FY2023 have brought us one step closer to Vision 2025: Empowering 2,025 women by 2025. On behalf of the Board, I thank you, our wonderful volunteers, donors, Angels, Ambassadors and partners for making this possible. We look forward to your continued support next year!

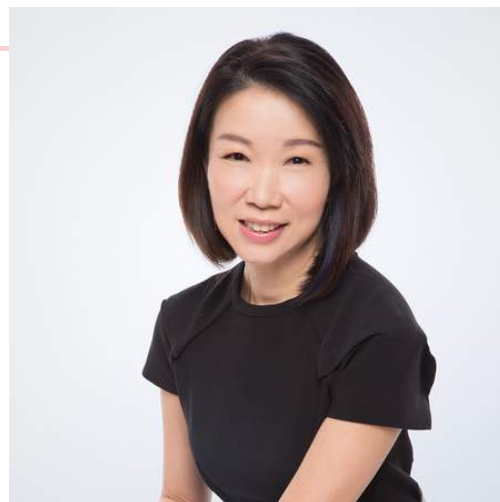
# EXECUTIVE DIRECTOR'S MESSAGE

Over the past year, Image Mission has continued its mission of providing tools and resources to women seeking meaningful employment and a pathway to financial stability. Thanks to the unwavering support of our volunteers, partners and donors, we have been able to make a significant impact on the lives of our clients, providing them with the skills and confidence they need to succeed not just at work but also in life.

Together, we have touched the lives of 220 clients this year, making a tangible difference in their journey towards economic independence. Each woman who walked through our doors brought with her a unique story, aspirations, and dreams. With our range of programmes, resources, and passionate volunteers, we strove to provide them with the support needed to turn their dreams into reality.

Our achievements in FY2023 are a testament to the incredible dedication and passion of our volunteers and partners. They are the cornerstone of our mission, generously donating their time and expertise to uplift women in need. Their unwavering commitment and compassion have been instrumental in driving our programmes forward and helping us expand our reach.

Throughout the past year, we have seen the transformative power of our programmes. Through career coaching, we have guided women in setting realistic goals, developing job search strategies, and enhancing their interview skills. Our styling services have empowered them to create a positive first impression and boost their self-esteem. Furthermore, we recognised the importance of adaptability and upskilling in a competitive job landscape. In response to this need, we introduced upskilling programmes such as the Sew Can I initiative where clients learn to repurpose used clothing into useful items such as bags. Through our efforts, these women have gained the confidence to pursue self-employment opportunities and boost their self-worth.



**Philomena Ang**

The challenges facing disadvantaged women persist, and there are countless more who could benefit from our support. We will continue to innovate, collaborate and align our services to the evolving needs of our clients and provide more tailored support. We want to ensure that our programmes are accessible by the women who need them by forging new partnerships and expanding our community engagement. By working together, we can empower even more women and make a lasting impact on their lives.

I extend my deepest gratitude to all our donors and supporters who have stood by us in our journey. Your financial contributions and unwavering belief in our cause have directly impacted our ability to offer our services to those who need them the most. Your generosity has brought hope and opportunity to so many women, and for that, we are profoundly grateful.

I also want to express my sincere appreciation to the remarkable women we serve. Your determination, resilience, and strength inspire us every day. It is an honour to be part of your journey towards economic independence, and we are committed to supporting you every step of the way.

# BOARD & EXECUTIVE MANAGEMENT



**Chew Peck Ling Elizabeth**  
**Chair**

Appointed 18 Apr 2020  
**Director, Communications, 31 Aug 2015**  
Occupation: Senior Ambassador, Nyee Phoe Flower Garden



**Pang Li Kin**  
**Director, Strategic Partnerships**

18 Apr 2020 - 1 Apr 2023  
**Chair, 16 Mar 2015**  
Occupation: Director, Potentia Unlimited



**Ong Soh Wei (Cheryl)**  
**Director, Stakeholder Relations**

Appointed 1 Dec 2019  
**Director, Finance, 1 Dec 2015**  
Occupation: Senior Manager, APAC Service Business, Align Technology



**Fang Xiao Qing (Jenny)**  
**Director, Operations**

Appointed 13 May 2017  
Occupation: Assistant Director, Ministry of Health



**Ian Scott Feldman**  
**Director, Marketing Strategy**

Appointed 19 Feb 2021  
Occupation: VP, Strategic Planning and Analysis, Marina Bay Sands



**Yin-Fern Lim**  
**Director, Communications**

Appointed 8 Mar 2021  
Occupation: Deputy Director, Corporate Communications, Woodlands Health



**Long Hai Lian (Ivy)**  
**Director, Finance**

9 Nov 2019 – 28 Nov 2022  
Occupation: Manager, Lisin Commercial Services



**Ang Lin Choo Philomena**  
**Executive Director**

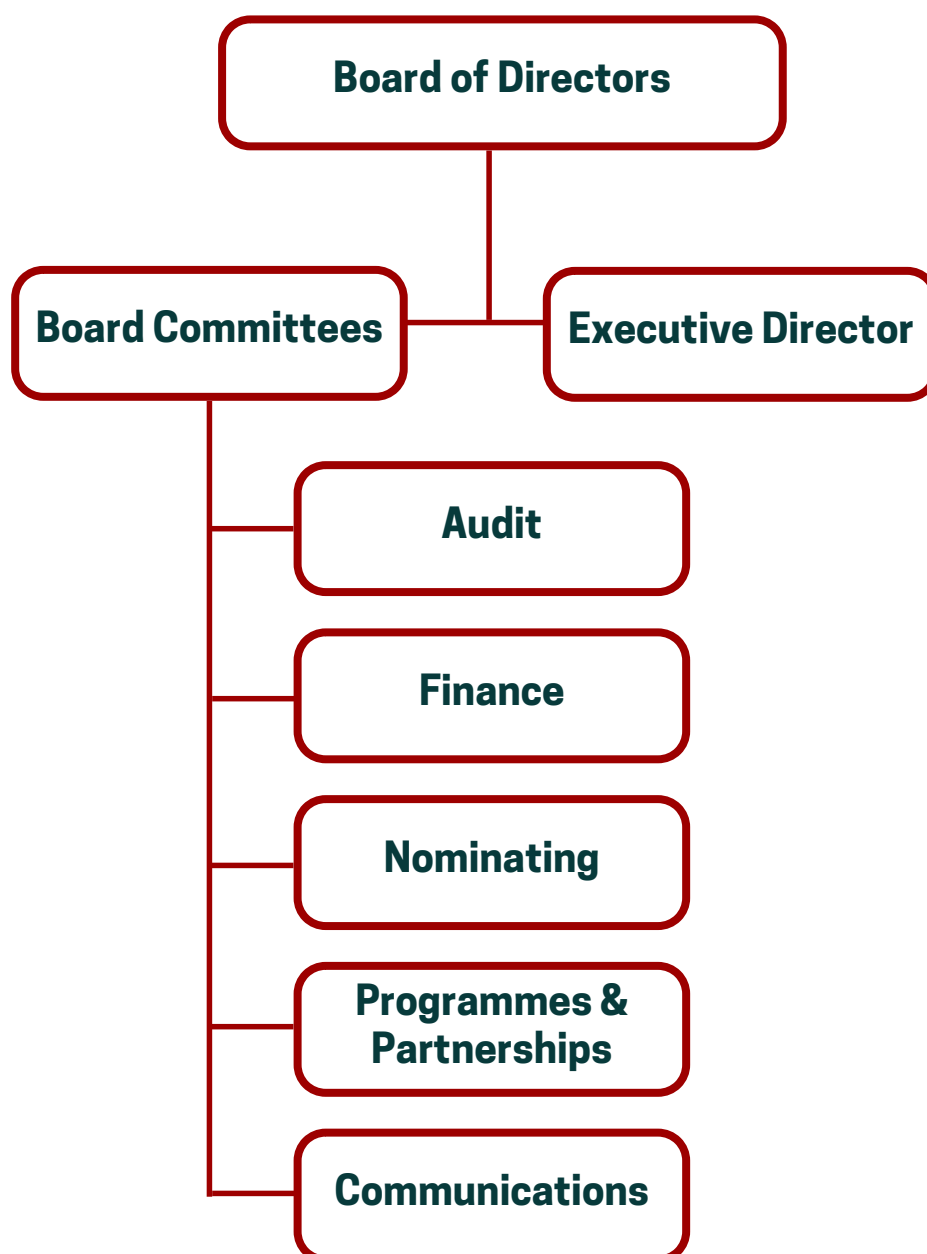
Appointed 15 Oct 2020  
**Director, Programme Development, 28 Sep 2019 - 6 Oct 2020**

**Kevin Enoch-Elihu Bartholomew Lea**  
**Director, Finance**

28 Nov 2022 – 8 Feb 2023  
Occupation: Major & Strategic Account Executive, Wolters Kluwer Singapore

# Organisational Structure

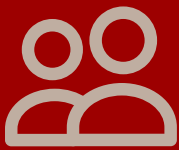
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# HIGHLIGHTS

**1,000th**

Client



**220**

Clients



**466**

Client Sessions



**16**

Community Partners



**22**

Corporate Donors &  
Partners



**122**

Individual Donors



**34**

Volunteers

# Fundraising



Empower Her: Be an IM Angel  
(Dec 2022 – Jan 2023)



Power Walk in conjunction with  
Dress for Success (Aug 2022)





**YOUR HOUR  
HER POWER**

THE HOUR IS NOW

JUST AN HOUR OF  
YOUR PAY CAN HELP  
PAVE THE WAY FOR  
WOMEN.

Since 2015, we've helped more than 1000 women from diverse backgrounds and experiences gain economic independence by providing them with free programmes, including career development, job skills preparedness, mentorship and coaching, financial education and professional attire.




Your Hour Her Power campaign in conjunction with  
Dress for Success (Mar 2023)

# Stakeholder Appreciation



The annual event allows us to thank our volunteers, partners and donors for their invaluable support throughout the year, and gives them a chance to meet our clients.

## **Award winners:**

- Community Partner of the Year 2022 – Daughters of Tomorrow, People's Association Women's Integration Network Council
- CSR Partner of the Year 2022 - 33Talent, EY Singapore
- Corporate Partner of the Year 2022 – L'Oréal Paris (Singapore), Charles & Keith (Singapore) Pte Ltd and Oracle NetSuite
- Long Service Awards 2022 – Jenny Fang, Hew Yee Min, Xu Zhi Hong, Leow Lay Hong
- Star Fundraisers 2022 – Joanne Ong and Cheryl Ong
- Founder's Award for Volunteerism – Ivy Long and Anja Bruinsma van Putten

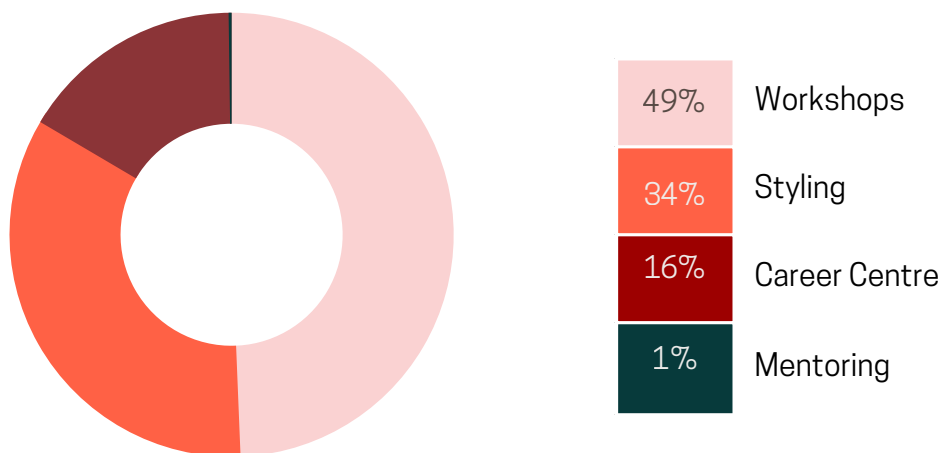
# PROGRAMMES



FY2023 marked the return of physical events and much needed face-to-face interactions. The easing of restrictions meant that we were able to organise a greater number of workshops and events than the previous year.

Our signature Dress for Success and IM Ready programmes both saw an increase in the number of clients and sessions offered in FY2023.

## Client Sessions by Type



## Dress for Success Singapore

The Dress for Success programme provides the full gamut of interview and career services including professional styling and attire for job interviews and employment.

In FY2023, we served a total of 220 women (205 in FY2022), with 15% securing jobs (30% in FY2022). 69% of total women served were new clients referred through our active outreach efforts and community referrals.

A total of 23 grooming, resume and interview skills workshops were conducted in FY2023, an increase of 17% from FY2022. Workshops conducted in collaboration with our community and corporate partners attracted 230 participants (247 in FY2022).

We conducted 159 styling sessions, an increase of more than 170% over the previous year. This was due to a demand for styling and grooming sessions at our community partner events. Our styling and grooming sessions complement their services as they help to boost their clients' self-worth and confidence.

In total, we conducted 466 client sessions this financial year, an increase of 13% from FY2022 (411).



## IM Ready & Career Centre

A total of 46 women (47 in FY2022) used our Career Centre services and our volunteer coaches conducted a total of 76 career coaching sessions in FY2023, a fourfold increase over FY2022 (18).

**IM Ready** is a weekly programme conducted in hybrid mode over four weeks. It is 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. 17% who used these services secured employment (43% in FY2022).



## Sew Can I

The Sew Can I project was launched in January 2023.

With the support of SG Eco Fund, we are able to deliver monthly sewing workshops that not only teach clients how to sew simple yet functional items such as grocery bags, but also do our part for the environment by upcycling used garments.

*"The workshop is so meaningful - I'm now able to recycle old clothes into useful items. I enjoyed it very much and am glad I learnt how to use a sewing machine plus bring home my masterpiece!"*

- Linda



# STAKEHOLDERS

## Clients

A large proportion of our clients are referred to us by social service agencies that provide them with other forms of assistance. Our clients include single mothers, survivors of domestic abuse, those with disabilities and the marginalised.

Some of them have no work experience while others have been out of the workforce for a number of years due to family circumstances or needs. We also serve graduating students from low-income families.

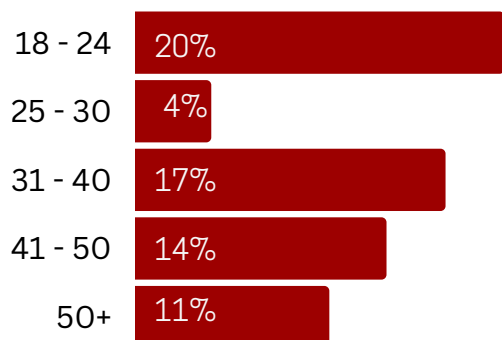
*"Ms Gayathri, my stylist, helped me choose an outfit that looks amazing. I seldom wear such formal clothes and so it really felt very special."*

- Lalitha



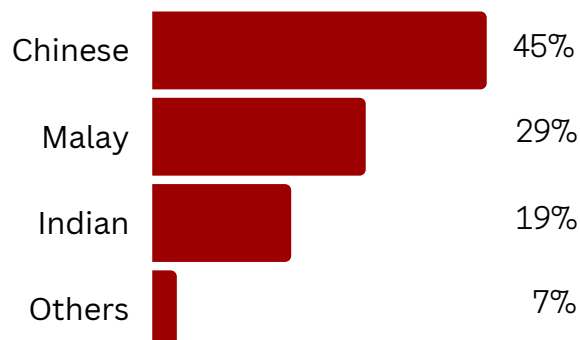
### Age Group\*

■ %



### Ethnicity

■ %



10% of known profiles are mothers, of which 52% are single mothers.

\*does not total 100

# Community Partners

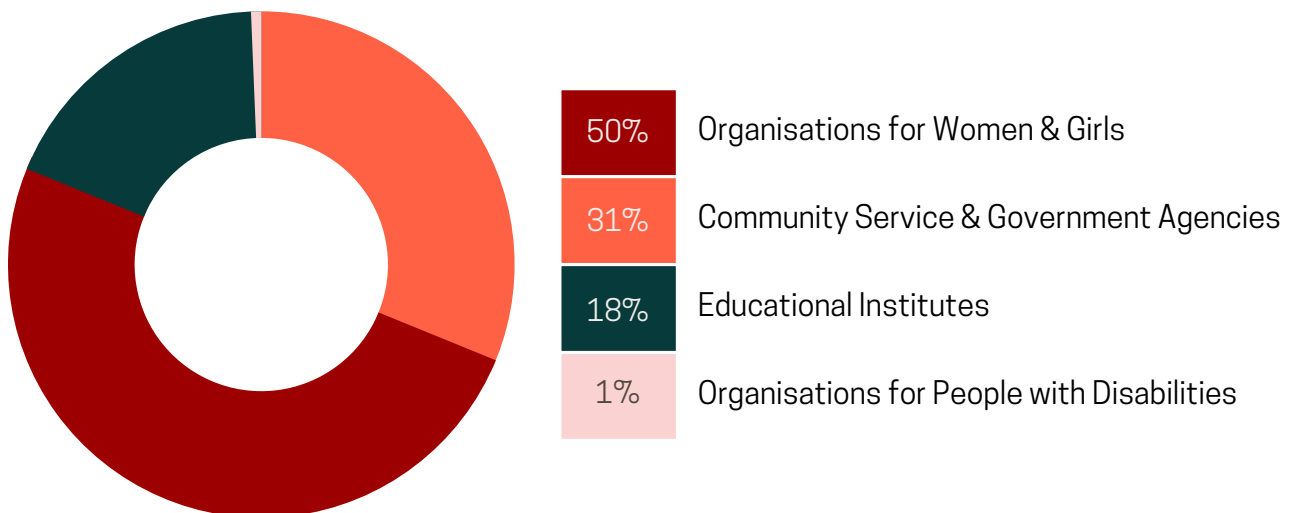


We work closely with community partners to offer complementary services to help their beneficiaries. These include our job readiness programmes as well as styling and grooming programmes to boost their confidence and self-esteem.

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 FY2023, we had 16 active community partners (25 in FY2022) referring some 154 women to us, a 14% increase from FY2022 (135).

## Clients by Community Partners



# Volunteers

Our volunteers are the bedrock of our organisation, dedicating their time and expertise to help uplift women in need.

In FY2023, we had a total of 34 volunteers donating 1,850 hours of their time and expertise.

Our volunteers serve as board members, coaches, mentors, stylists, workshop trainers and more. They also led skills-based workshops, such as jewellery making and sewing, to encourage clients to learn new skills that could generate income for them.



*"I was enthusiastic to share my profound passion for making handmade jewellery with these remarkable women at Image Mission. I felt a sense of genuine joy conducting the two workshops, and connecting with them to build valuable skills and confidence."*

- Rachel, Volunteer trainer

# IN GRATITUDE

Financial support from our corporate and individual donors enables us to enhance and expand our programmes, empowering women to achieve economic independence and thrive in work and life.

## FUNDING PARTNERS



Giving Hope. Improving Lives.



## DONORS

- Make The Change
- Majer Business Services
- MTV
- Oracle NetSuite

## CORPORATE PARTNERS

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

- |                   |                                     |
|-------------------|-------------------------------------|
| • 33 Talent       | • Girlsourced                       |
| • Bynd Artisan    | • Style Theory                      |
| • Charles & Keith | • Stefan Ebinger Digital Deceptions |
| • Dr Hauschka     | • The Fashion Pulpit                |
| • Foot Kaki       | • Ya Kun Kaya Toast                 |



# IM Angels Giving Programme

## CORPORATE

**Platinum Angel**  
(\$10,000 and above)



**Gold Angel**  
(\$2,000 and above)



**Silver Angels**  
(\$1,000 and above)



## INDIVIDUAL

**Platinum Angels**  
(\$5,000 and above)

Joanne Siyun Ong  
Joyce Sim Pei San  
Pang Li Kin

**Gold Angels**  
(\$1,000 and above)

Abhimanyu Gupta	Jun Ting Choo
Carmen Lee	Karen Hean Toh
Cheryl Ong	Sim Poh Yee
Juanita Brown	Anonymous (1)

**Silver Angels**  
(\$500 and above)

Anita Teo	Jen Wong
Biye Xu	Pearline Yen Lin Teo
Charmaine Andrea Huet	Teck Chai Danny Lim
Chiew Eng Ling	Yin-Fern Lim
Gay Li Tan	Zheng Yu

# FINANCE

## Income

Total income for the financial year was \$212,796, on par with FY2022 (\$215,626).

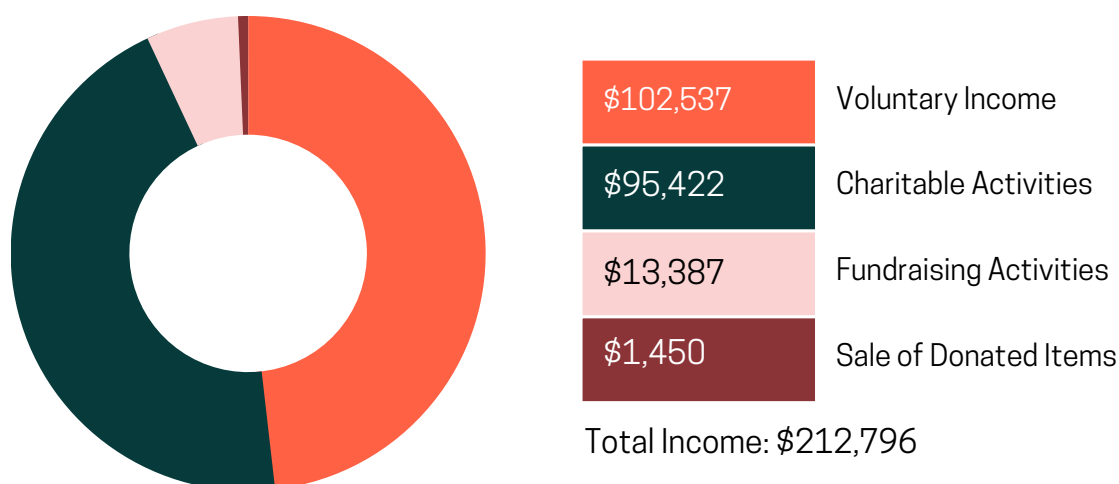
The main contributors of income were voluntary income \$102,537 (48%) and income from charitable activities \$95,422 (44%). Voluntary income came from outright donations, government grants and corporate donations.

The main contribution from government grants came from the Tote Board (\$74,242) which matched campaign donations dollar-for-dollar, and NCSS support grants (\$17,910).

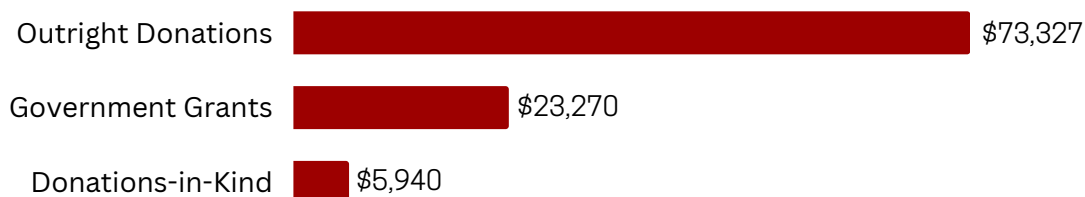
The main contribution from corporate donations came from Marina Bay Sands (\$20,000), while a foundation grant from The Majurity Trust Fund (\$19,080) supported the IM Ready programme.

Total funds at the end of the financial period was \$220,614 (\$157,400 in FY2022).

### Total Income (S\$)

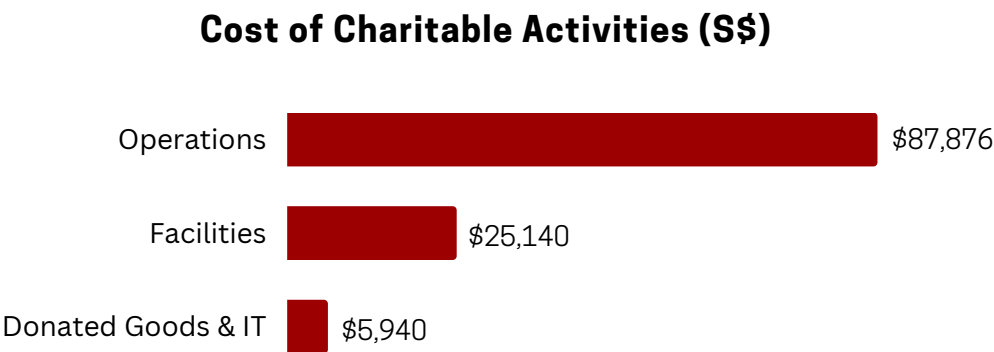
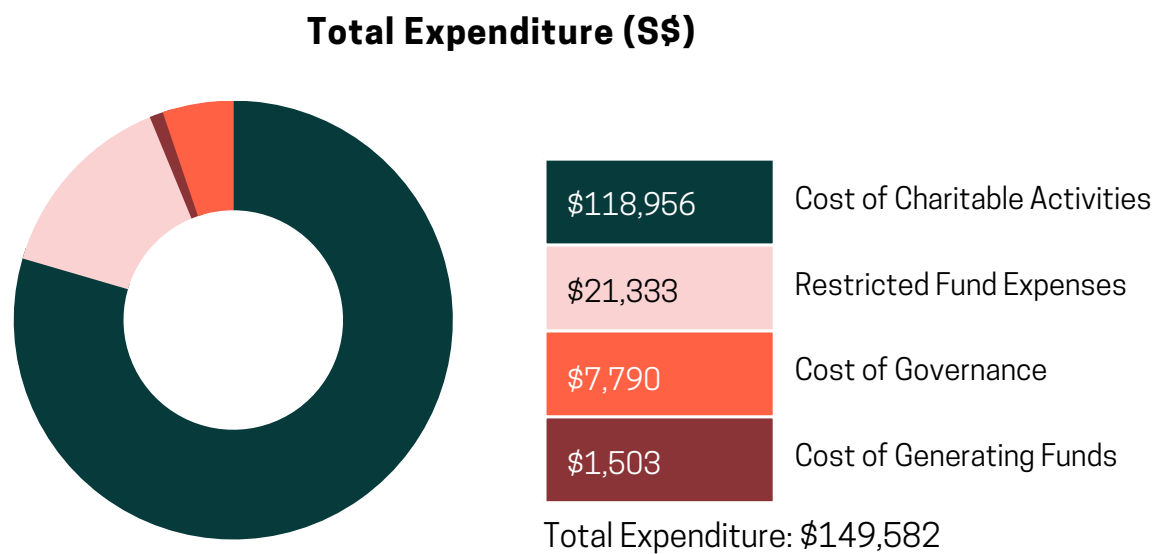


### Voluntary Income (S\$)



### Expenditure

Total expenditure decreased 25% to \$149,582 (\$201,465 in FY2022) due to the resignation of two part-time staff.



### Fundraising Efficiency Ratio

Total fundraising expenses for the financial year was \$1,503 or 11% of the total income from fundraising activities (2.14% in FY2022).

Fundraising events	S\$
Income	13,387
Cost	1,503
Fund-raising efficiency ratio	0.11:1

# GOVERNANCE



The Board provides strategic direction and oversight of Image Mission's programmes and objectives and steers the charity towards fulfilling its mission through good governance.

## Board Meetings and Attendance

Board meetings are held quarterly. A total of four board meetings and one AGM were held in FY2023.

Board Member	Attendance
Chew Peck Ling Elizabeth	4/4
Pang Li Kin	4/4
Ong Soh Wei (Cheryl)	4/4
Fang Xiao Qing (Jenny)	4/4
Ian Scott Feldman	3/4
Yin-Fern Lim	4/4
Long Hai Lian (Ivy)	2/3
Kevin Enoch-Elihu Bartholomew Lea	1/1

## Disclosure of Remuneration and Benefits

No Board Members were remunerated for their Board services in FY2023.

No paid staff is involved in setting his own remuneration.

None of the charity's paid staff received more than \$100,000 each in annual remuneration.

## Term Limit

To enable succession planning and renewal, the Board has a term limit of ten years. The Finance Director can only serve a maximum of four consecutive years.

All governing board members submit themselves for re-nomination and re-appointment at least once every three years.

## 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 FY2023 have read and signed the conflict of interest policy and declaration.

During the fiscal year 1 April 2022 to 31 March 2023, there was no transaction with a corporation in which board members/directors had any financial interest.

## Reserves Policy

The charity has a reserves policy to ensure stability of its operations and programmes. We have one year of operating expenses kept as reserves for FY2023. The reserves level is reviewed by the Board yearly to ensure that the reserves are adequate for the Charity to fulfil its continuing obligations.

	FY2023	FY2022	% increase/ decrease
<b>Unrestricted Funds (Reserves)</b>	\$218,312	\$154,945	41
<b>Restricted/Designated Funds</b>	\$2,302	\$2,455	(6)
<b>Total Funds</b>	\$220,614	\$157,400	40
<b>Ratio of Reserves to Annual Operating Expenditure (Cash)</b>	1.46:1	0.77:1	-





Managing




 [www.imagemission.org](http://www.imagemission.org)

 <https://singapore.dressforsuccess.org/>

 @imagemission

 @dressforsuccesssingapore

 [www.linkedin.com/company/image-mission-ltd](http://www.linkedin.com/company/image-mission-ltd)