

DECADE

OF EMPOWERMENT



To mark 10 years of Image Mission, our clients took the stage to showcase the ultimate transformation: from facing adversity to owning their power and independence.

**Annual Report
FY2026**



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2025 / 2026

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PROGRAMME EXPANSION

IM Future Ready represents our commitment to closing the widening digital divide



CLIENT SPOTLIGHT

This year challenged our clients to discover entirely new dimensions of personal growth

ON THE COVER

Selvi, Image Mission's Queen of Inspiration

CREDITS

Content: Philomena Ang

Design: Rachel Tan, Philomena Ang

Photos: Jeremy Chen, Melvin Tan, Eugene Loo, Image Mission Team

ABOUT US

Image Mission Ltd is a registered IPC charity dedicated to helping the disadvantaged 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 VISION & MISSION

Vision

Empowering those in need to gain confidence and build a better future.

Mission

To promote the economic independence of the disadvantaged by:

1. Providing them with presentable attire for job interviews, work and special life events
2. Offering coaching services on interview skills, grooming and etiquette
3. Providing a network of support for career advancement

COMPANY INFORMATION

- **Incorporation:** Incorporated in Singapore, a company limited by guarantee and not having a share capital. Date of incorporation: 16 March 2015.
- **Governing Instrument:** Memorandum & Articles of Association
- **Registered Charity:** Registered under the Charities Act on 26 August 2015
- **IPC Status:** Approved Institution of a Public Character (IPC): 1 October 2024 - 30 June 2027
- **UEN:** 201506898W
- **Registered Address:** 254 Outram Road, #02-10, YWCA Outram Road Centre, Singapore 169051
- **Banker:** OCBC Bank
- **Company Secretary:** Lisin Commercial Services
- **Auditor:** Tan, Chan & Partners

CHAIR'S MESSAGE

“

Ten years ago, Image Mission was founded on a simple yet powerful belief that confidence can transform lives. Today, as we celebrate our 10th anniversary, that belief remains at the heart of everything we do.

For me, this anniversary carries special significance. Serving Image Mission in different capacities over the past decade, and now completing my final year as Board Chair, has been one of the greatest privileges of my professional and personal life. As I reflect on this journey, I find myself thinking less about the milestones we have achieved and more about the people who made them possible.

One of the greatest lessons this journey has taught me is that empowerment is never accomplished alone. It is built through relationships. It is found in volunteers who generously share their expertise after a full day's work; in donors who invest not simply in programmes but in human potential; in community partners who entrust us with the women they serve; in a dedicated Board that provides thoughtful stewardship; and in an exceptional Executive Director and staff team whose passion transforms vision into action every single day.

To each of you, thank you. You have not simply supported Image Mission; you have shaped what it has become over the past decade.

As custodians of the organisation, the Board has continued strengthening the foundations for Image Mission's next chapter through renewed leadership, sound governance and a clear strategic vision. These foundations matter because the world of work is changing rapidly. Our responsibility is no longer simply to help women secure employment today, but to equip them with the confidence, resilience and future-ready skills to navigate the opportunities and challenges of tomorrow.

As we celebrate our first decade, I invite you to help shape the next. Together, let us continue building a community where every woman is empowered to realise her potential with dignity and confidence. Because when one woman rises, her family, her community and future generations rise with her.

With heartfelt gratitude,

Cheryl Ong
Chair



CHERYL ONG

”

EXECUTIVE DIRECTOR'S MESSAGE

“

My heart is full as I reflect on the past year. Celebrating Image Mission's 10th Anniversary was a profound milestone, but the true highlight was witnessing our tagline—Transforming, Empowering, Inspiring—come to life. Spending time with our Queen of Inspiration pageant participants, documenting their stories of resilience and watching them step into the spotlight was a powerful testament to why we do this work. Seeing how far they've come is incredibly moving and their journeys continue to inspire me.

To remain truly impactful, Image Mission must continually evolve. This year, we launched the **IM Future Ready** AI literacy training program to equip our clients with the digital tools they need to thrive in a changing workforce. We owe the success of this pilot programme to our wonderful collaborators, who generously contributed their professional expertise and skills to co-create a curriculum that makes a real, practical difference.

Our collective efforts continue to drive life-changing progress across all our initiatives. Over the past year, we have supported 246 unique women with a record 705 client sessions across our styling, coaching and job-readiness programmes. Behind every one of these numbers is a personal journey of stepping closer to economic independence, financial resilience and renewed self-confidence.

None of this would be possible without our extraordinary network of 124 volunteers. As a very small staff team, we rely heavily on your hands, hearts and skills. From running our daily boutique operations and managing administration to facilitating corporate fundraisers and coaching our clients, you are the backbone of this charity. We cannot do what we do without you.

A decade of impact is a milestone we share with all of you. Thank you for your belief in our mission and for helping us continue bringing hope and real change to the women who walk through our doors.

Philomena Ang
Executive Director

”



PHILOMENA ANG

BOARD & EXECUTIVE MANAGEMENT



ONG SOH WEI CHERYL
CHAIR

Appointed 12 Dec 2023

Re-appointed for a one-year extension in FY2026 beyond the 10-year tenure guideline to ensure Board renewal and stabilise new leadership.

Past Appointments

- Director, Stakeholder Relations (1 Dec 2019)
- Director, Finance (1 Dec 2015)

Occupation

- Director, APAC Services, Labs & Partnerships



DESIREE ZHOU JING
DIRECTOR, FINANCE

Appointed 3 Feb 2026

Occupation

- Board Member, Finance Executive, Executive Advisor



SAIM YEONG HARNNG
DIRECTOR, FUND DEVELOPMENT

Appointed 28 Jun 2023

Occupation

- Director, Evolvx

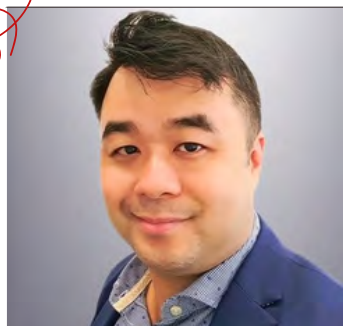


RITIKA CABRAL
SECRETARY

Appointed 1 Sep 2025

Occupation

- Senior Vice President, Citibank



KELVIN GOBARDJA
DIRECTOR, NOMINATION AND APPOINTMENT

Appointed 7 Feb 2026

Occupation

- Head of Client Engagement Management, Chain IQ



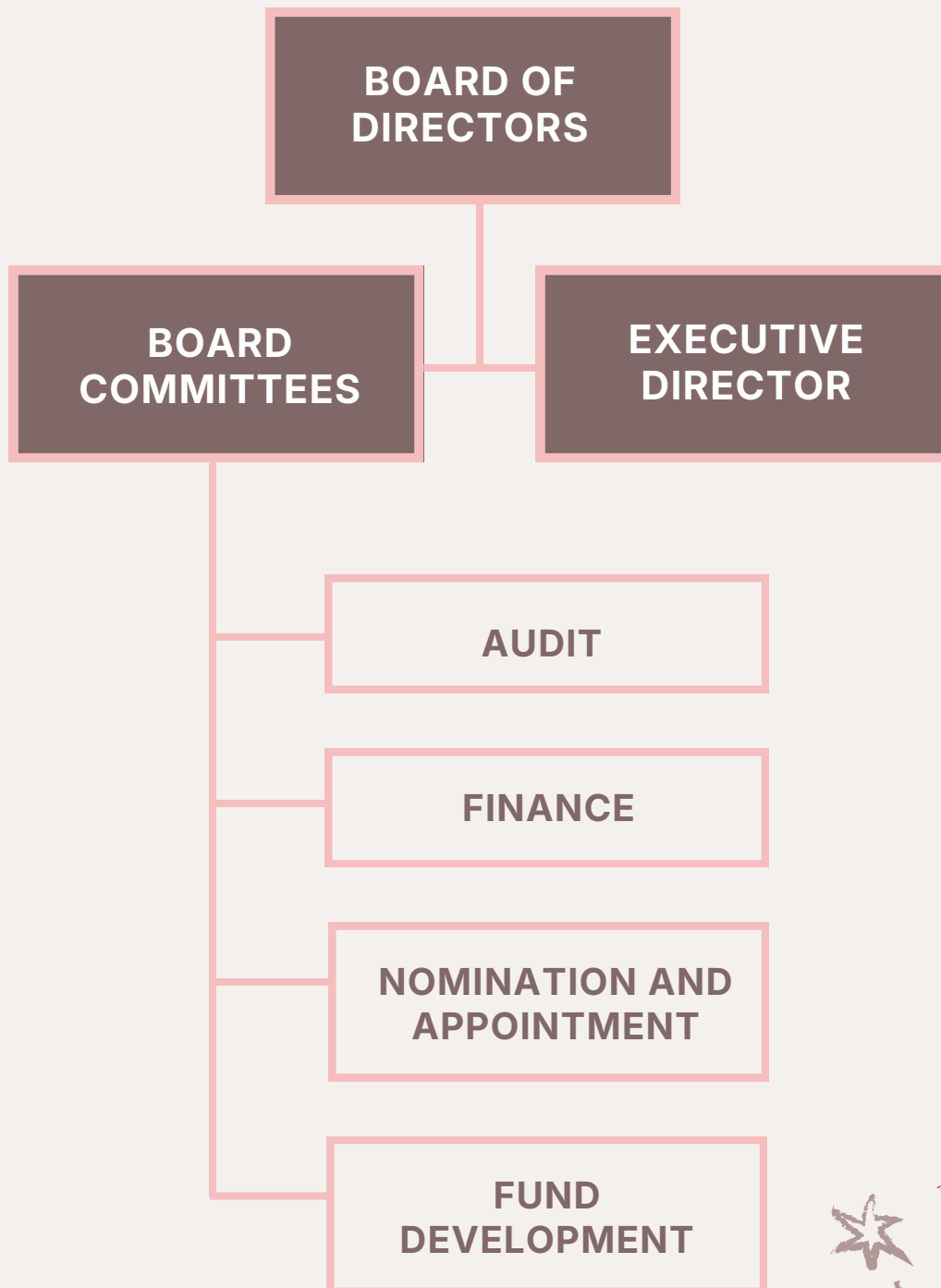
PHILOMENA ANG
EXECUTIVE DIRECTOR

Appointed 15 Oct 2020

Past Appointment

- Director, Programme Development (28 Sep 2019)

BOARD COMMITTEES STRUCTURE



HIGHLIGHTS



2025/2026



A YEAR OF DEEPENED ENGAGEMENT AND MILESTONE CELEBRATIONS

FY2026 was a significant year for Image Mission as we dedicated our resources to celebrating a decade of impact. While we supported a slightly smaller cohort of 246 women this year (259 in FY2025), our depth of engagement intensified. Total client sessions across all services rose to 705 (up from 527 in FY2025)—a surge driven by the intensive preparations for our 10th Anniversary Queen of Inspiration pageant.

Our anniversary became an incubator for personal growth, requiring an all-hands-on-deck effort from auditions and specialised styling to talent coaching and rehearsals. Alongside these celebratory initiatives, our core pillars continued to deliver targeted impact.



A DECADE OF IMPACT

Our 10th Anniversary Celebration



* FY2026 IMPACT STATS

Our Career Centre expanded its impact, conducting **154** coaching sessions (up from 108 in FY2025) to provide tailored job search skills and career planning. We also increased our workshop delivery to **27** sessions, reaching a record 288 participants with essential job-readiness and image management skills, while interview and employment styling services accounted for **138** sessions. This unique year proved that when we invest deeply in the women we serve, the level of transformation is profound.



246
Clients



705
Client Sessions



11
Community
Partners



21
Corporate Donors
& Partners



154
Individual
Donors



124
Volunteers



2,051
Volunteer
Hours

CLIENT SESSIONS BY TYPE



288
Workshops



138
Styling Sessions



154
Career Centre
Sessions

► Total **705** ◀

* THE JOURNEY TO THE STAGE

Our 10th Anniversary milestone culminated on 5 September 2025 with a celebration dinner that honoured our past, celebrated the present and illuminated the future of the women we serve.

Behind the glamour of the evening was an intensive, high-touch empowerment journey. The *Image Mission Queen of Inspiration* pageant served as a platform to rebuild these women's confidence and transform how they see themselves. Over months of all-hands-on-deck preparation, our clients stepped far outside their comfort zones navigating auditions, undergoing specialised styling and building stage presence during rigorous rehearsals. The process proved that true transformation happens long before the curtains rise.



SELVI
QUEEN OF INSPIRATION

“ I stand to represent the incredible women whose strength, resilience, determination and love often go unseen.



LYDIA
WOMAN OF EMPOWERMENT

“ This pageant is a tribute to how far I've come and a reminder that hope can rise from the darkest places.

“ This pageant is more than just a competition – it is a celebration of resilience, women's empowerment and hope.



GERALDINE
WOMAN OF COURAGE

FUELING OUR MISSION: FUNDRAISING AND COMMUNITY GIVING

Fundraising remains the bedrock of sustaining Image Mission's programmes, ensuring we can continue delivering deep-touch, transformative support to women. We are grateful for the generous contributions received throughout this year. A significant portion of our fundraising success was driven by key campaigns that qualified for dollar-for-dollar matching under the Tote Board's Enhanced Fundraising Programme, effectively doubling the impact of our donors' generosity.

FY2026 Fundraising Campaigns:

- **Empower Her** (April – June 2025)
- **The PowerPiece: Celebrating Confidence, Sharing Strength** (November 2025 – January 2026)
- **International Women's Day: IM Future Ready – AI Empowerment Campaign** (March 2026)

PROGRAMME EXPANSION: MEETING TOMORROW'S CHALLENGES WITH "IM FUTURE READY"



In conjunction with International Women's Day in March 2026, we launched IM Future Ready—a complementary addition to our signature IM Ready programme, designed to bridge a critical digital divide. In Singapore, women in administrative and service roles are nearly twice as likely as men to face job displacement due to automation. For our clients—including single mothers, trauma survivors and career pivoters—AI can often feel like a threat to their livelihoods rather than an opportunity.

IM Future Ready is more than a technology course; it is a long-term bridge to economic independence. The programme empowers women to master AI as a "Thinking Partner" to build digital confidence, create AI-optimised resumes and boost workplace productivity.

As we look to the future, sustaining both this new initiative and our core pillars require continuous resources. We depend on the ongoing financial support of our community to keep these vital programmes accessible and ensure no woman is left behind in an evolving workforce.

HONOURING OUR PILLARS

A decade of impact is only possible because of the community that builds it. During the 10th Anniversary celebration dinner, we proudly recognised the contributions of our dedicated stakeholders:

Community Partner of the Year 2025

Selarang Halfway House

Corporate Partner of the Year 2025

SHEIN

Long Service Awards 2025

Anja Bruinsma van Putten, Ivy Long, Joanne Ong

Founder's Award for Volunteerism 2025

Anja Bruinsma van Putten, Kasumi Muto, Nooryati A Talib



IM ANGEL

Corporate (Platinum)

Align Technology, Charles & Keith Group Foundation, Marina Bay Sands, SHEIN

Corporate (Gold)

Lechelle Petite, Maybank Singapore Ltd, Pacific Life Re Services Singapore Pte Ltd,

Corporate (Silver)

Meraki M Pte Ltd, Phoenixus Pte Ltd,

Individual (Gold)

Celina Low, Cheryl Ong, Christine Tse, Elizabeth Chew, Fiona Lee, Josephine Low, Maheshwari Sulata, Pang Li Kin, Thijs Sommen

Individual (Silver)

Anita Teo, Kelvin Poh, Saim Yeong Harng, Sujata Kumar, Sum Yim Ling, Thi Ngoc Minh Le



PROGRAMMES

In FY2026, Image Mission continued to deepen its impact through a refined suite of empowering initiatives designed to meet the evolving needs of our clients. Alongside our cornerstone programmes, **Dress for Success Singapore** and **IM Ready**, this year marked the launch of **IM Future Ready**, our targeted digital literacy programme. By continually evolving our curriculum to address both the immediate and long-term needs of our clients, we ensure that every woman we serve is equipped with the confidence, professional tools and future-ready skills required to secure sustainable economic independence.

DRESS FOR SUCCESS SINGAPORE

Dress for Success, our signature programme as a network member of Dress for Success Worldwide, remains the foundational pillar of who we are as a charity. Far from a superficial makeover, our image management and styling sessions are a deliberate, evidence-based approach to building confidence and self-worth. By aligning how a woman presents herself with her inner capabilities, we unlock the emotional resilience she needs to pursue sustainable employment.

In FY2026, we continued providing tailored Dress for Success workshops to meet the needs of our referral partners and clients. We also sustained our public, fee-based workshops which are an essential fund development initiative launched in 2024. These sessions remained an active vehicle for both fundraising and community advocacy this year, driven by the dedication of our volunteer network.



Dress for Success is a deliberate, evidence-based approach to building confidence and self-worth

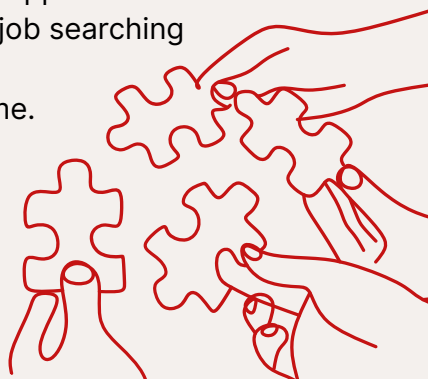
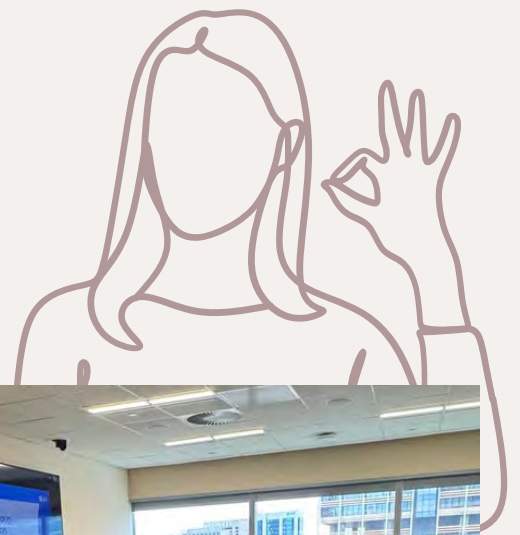
IM READY

The IM Ready programme provides women with the clarity and confidence required to navigate today's job market. By helping clients identify their intrinsic strengths, professional interests and core motivations, we deliver a framework for long-term employability through specialised group workshops and direct, one-on-one coaching.

In FY2026, we continued to strengthen our high-touch collaborations with key community partners, adapting our curriculum to fit their specific rehabilitative and employment frameworks:

- **New Hope Community Services:** We returned to support their critical Employability Retreat, conducting intensive workshops for 17 clients. To maximise individual impact, we mobilised an exceptional cohort of 20 volunteer career coaches, providing deeply personalised resume optimisation and career guidance.
- **Selarang Halfway House:** We sustained our regular partnership by facilitating monthly, targeted workshops designed to ease clients' community reintegration by addressing their unique background profiles, employment barriers and career goals.

Our capacity to customise curriculum based on organisational needs remains a defining feature of our service model. Looking ahead, we recognise that true job readiness requires an evolution of our tools. As such, we plan to integrate foundational elements of our new IM Future Ready curriculum directly into the standard IM Ready tracks—incorporating tactical AI applications for resume refinement and job searching to build a more holistic job-readiness programme.





IM FUTURE READY



Launched in March 2026, IM Future Ready represents our commitment to closing the widening digital divide. While designed to accelerate employment prospects, we recognise that digital empowerment begins with everyday confidence. Because of this, the programme intentionally engages women who may not be immediately ready to re-enter the formal workforce, breaking down the intimidation factor of emerging technology by applying it to daily life. For clients focused on personal growth or domestic management, we teach practical AI skills to streamline household budgeting, organise daily schedules or nurture creative passions—such as using AI tools to write poetry or generate personal music videos. By meeting women exactly where they are, IM Future Ready builds foundational digital agency.

In its inaugural rollout, the programme ran **5 workshops** that saw a participation of **96 clients and volunteers**, translating to **46 unique clients** served. Facilitated by a dynamic and experienced AI coach, the curriculum introduces AI not as an intimidating technical hurdle, but as an accessible, everyday "Thinking Partner." We intentionally opened these workshops to our dedicated volunteers as this served as a meaningful way to give back to those who give so much of their time to Image Mission. It is also a powerful testament that AI knowledge transcends backgrounds—bringing clients and volunteers together to learn side-by-side.

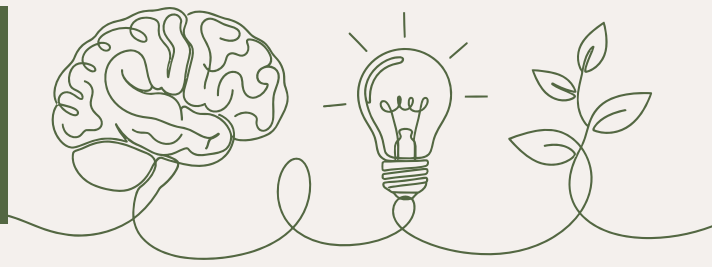


“For years, my identity was entirely wrapped up in raising my two children. But as they grew older and more independent, that old, familiar voice inside me woke up. The ultimate motto of my life resurfaced with an undeniable burning intensity: I wanted to build my career as a web developer... And on one ordinary afternoon, a life-changing phone call from Image Mission changed everything. They invited me to a free, five-session AI masterclass. Little did I know, I was about to step into a digital crucible that would completely rewrite my future.”

Hema, IM Future Ready participant



CAREER CENTRE



In FY2026, our Career Centre substantially expanded its reach, empowering **154** unique women through specialised 1-1 coaching and integrated workshops. While we maintain a structured framework covering critical job-readiness topics, our core philosophy is rooted in deep customisation. We meet each client exactly where she is, tailoring every session to her specific stage in the job search or career journey. By rejecting a one-size-fits-all model, we ensure our support addresses real, immediate needs rather than forcing a rigid curriculum on the women we serve.



To maximise the impact of this individualised approach, we actively endeavour to pair clients with volunteer coaches who possess relevant professional and industry experience. This deliberate matching ensures that the guidance given is not only practical but highly strategic. Our commitment to relevant coaching continues to yield a steady employment success rate at **30%**.

CLIENTS

The women we serve are referred to us through a network of social service agencies that support vulnerable individuals. Our core client community includes single mothers, survivors of domestic violence and individuals from marginalised, underserved backgrounds who face complex barriers to economic independence.



In FY2026, we observed an 8% increase in clients within the 31–40 years old age group. This demographic shift reflects a rising number of women who are already in the workforce but are actively seeking to advance or pivot their careers in a changing economy. The launch of our IM Future Ready programme served as a major catalyst for this group, attracting career-pivoters who recognise the urgent need to acquire digital and AI literacy to stay competitive and secure their livelihoods.

This year also challenged our clients to discover entirely new dimensions of personal growth. 10 women stepped far outside their comfort zones to participate in our 10th Anniversary Queen of Inspiration pageant. Moving through months of intensive auditions, rehearsals and talent showcases, these women unlocked a rare, deeply moving kind of confidence. Standing tall on stage, their courage and raw stories of resilience deeply touched our stakeholders and redefined what it means to be truly empowered.

“Because of (Image Mission), I’m building more confidence and bringing myself back to society. I’m a caregiver for my mum and I have lost my confidence to go back to work. They upgraded me to learn AI, and that really motivates me to return to the workforce.”

Client and IM Future Ready participant

COMMUNITY PARTNERS



Our community partners are vital links in our ecosystem, allowing us to deliver complementary image and career services that support their clients' holistic development. Our referral network spans a diverse spectrum of non-profits, family service centres and social service agencies. FY2026 was defined by a strategic shift toward deeper, more impactful collaboration with our core partners. While our active referral pool shifted to 11 agencies yielding 160 clients, our targeted work with partners who integrate our services directly into their core tracks expanded significantly. Our workshops and coaching services saw a marked increase in participation from **Selarang Halfway House** (up to 65 from 52), **HCSA Community Services** (nearly doubling to 29 from 15), and **New Hope Community Services** (up to 24 from 16). We are deeply grateful for the trust placed in us by our partners, allowing us to deliver focused, high-quality interventions to those who need them most.

Clients by Community Partners

28 Organisation for women & girls

65 Community service & Government agencies

65 Organisation for ex-offenders

2 Organisation for mental health

VOLUNTEERS

Our volunteers are the heart of what we do. Their generous contributions of time, skills and passion remain vital in supporting our mission and empowering the women we serve.

In FY2026, our volunteer community grew from 111 to 124 active individuals, an expansion that reflects the increasing awareness and resonance of our cause. As a small charity, we rely heavily on this dedicated network to bring our programmes to life.



We ♥ our
Volunteers



While our volunteers are highly visible when delivering front-line services such as personal styling, career coaching and workshop facilitation, their impact behind the scenes is equally significant. They support our operations, giving their time to boutique management and administrative tasks to ensure our small team can maximise its reach.

Our volunteers also contribute to our financial sustainability. Our expert stylists regularly step forward to facilitate our fee-based workshops, directly leveraging their professional talents to generate vital funding and broaden public advocacy for our cause.

“Volunteering with Image Mission has reminded me that confidence can truly change the direction of a woman’s life. Seeing the resilience, courage and determination of the women we support has been both humbling and inspiring. Contributing my time and experience has given me a renewed sense of purpose, and it has shown me that even small acts of support can create lasting impact.”

**Janice Pidduck, Fashion Director, Volunteer Stylist and
Boutique Manager since 2024**

IN APPRECIATION

We are grateful to our corporate and individual donors whose financial contributions make our work possible. Securing consistent funding is an ongoing challenge, yet it remains essential to sustaining our operations and ensuring we can continue providing high-touch, pro-bono support to the women who need it most.

Every donation, big or small, expands our reach and ultimately empowers women to transform their own lives, their families and their communities. Your support drives lasting change and we simply could not do it without you.

One of the ways we honour our supporters is through our **Angels Giving Programme**, which recognises individuals and organisations that made significant financial contributions during the last financial year. We are proud to acknowledge and thank the following donors whose commitment fuels our mission:



ANGELS GIVING PROGRAMME FY2026

CORPORATE

Platinum Angels (\$10,000 and above)

Lumen Technologies Singapore Pte Ltd
Marina Bay Sands
SHEIN

Gold Angels (\$2,000 and above)

Brown Forman Singapore
Deloitte & Touche LLP
Treasury Wine Estates Asia (SEA) Pte Ltd

Silver Angels (\$1,000 and above)

LeChelle Petite

INDIVIDUAL

Platinum Angel (\$5,000 and above)

Esther Ho

Gold Angels (\$1,000 and above)

Anna Yip
Celina Low Jones
Cheryl Ong
Chien Ling Fiona Lee
Dev Parkash Raj
Kelvin Poh Guan Hai
Pang Li Kin

Silver Angels (\$500 and above)

Engie Ho Weimin
Esther Tan Chuan Loo
Hui Min Cheryl Chong
John Eu Li Wong
Lin Min Rebekah
Lynette Poh Li Ying
Philomena Ang
Serene Ong
Tammy Kwong Jia Min
Thi Ngoc Minh Le



CORPORATE PARTNERS

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

- AI Hustle Generation
- Oracle Netsuite
- Bynd Artisan
- Salesforce
- Draw A Story



“Partnering with Image Mission to kickstart IM Future Ready has been deeply fulfilling for me. Seeing the lightbulb moment when a client realises AI isn't out of reach, and that it can actually save her time and rebuild her workplace confidence, is incredibly moving. These women have so much resilience and giving them practical AI skills simply gives them the extra boost they deserve. I'm truly proud to coach this community and watch them step into their next chapter with pride.”

BK Han, Founder, AI Hustle Generation

FINANCIALS

INCOME

In FY2026, our total income stood at **\$155,708**, following an exceptional period of high-growth funding in the previous financial year (\$290,080). While broader economic pressures led to a dip in overall campaign giving, voluntary income—comprising outright donations, corporate and government contributions and donations in-kind—remains our largest source of financial support, accounting for **\$110,588** (or **71%** of total income). The generosity of our donors and supporters have been vital to maintaining stable, uninterrupted service delivery, ensuring that every woman who turned to Image Mission for pro-bono career and image styling support received the support she needed.

TOTAL INCOME

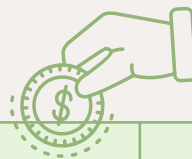


INCOME	S\$
VOLUNTARY INCOME	110,588
FUNDRAISING ACTIVITIES	44,910
OTHERS	210
TOTAL INCOME	155,708

EXPENDITURE

Total expenditure for FY2026 was **\$265,681**, remaining closely aligned with the previous year's expenditure of \$261,127. As with previous years, staff costs accounted for the bulk of our operating expenses.

TOTAL EXPENDITURE



EXPENDITURE	S\$
COST OF CHARITABLE ACTIVITIES	242,669
COST OF GENERATING FUNDS	1,470
COST OF GOVERNANCE	21,542
TOTAL EXPENDITURE	265,681

FUNDRAISING EFFICIENCY RATIO

Income from fundraising activities in FY2026 grew to **\$44,910**, marking a significant and encouraging increase from the previous financial year (\$6,237 in FY2025). This growth reflects the revitalised momentum of our community events and campaign initiatives. Total fundraising expenses for the financial year was \$1,470 or 3.3% of total income from fundraising activities.

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 & ATTENDANCE

Board meetings are held quarterly. A total of 4 board meetings, 1 AGM was held in FY2026.

BOARD MEMBER	ATTENDANCE DURING TERM
Ong Soh Wei Cheryl	4 / 4
Elizabeth Chew (Resigned Aug 2025)	2 / 2
Zulaifah Abdul Ghani (Resigned Feb 2026)	3 / 3
Serene Ong (Resigned Jan 2026)	3 / 3
Desiree Zhou Jing	1 / 1
Ritika Cabral	4 / 4
Saim Yeong Harng	2 / 4
Kelvin Gobardja	1 / 1

DISCLOSURE OF REMUNERATION AND BENEFITS

No Board Members were remunerated for their Board services in FY2026. No paid staff is involved in setting his/her 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.

BOARD COMMITTEES

AUDIT

The Audit Committee oversees financial reporting, disclosure and adherence of accounting policies and principles to the relevant accounting standards. It also facilitates the external audit of the charity.

Chair: Ritika Cabral

Member: Desiree Zhou

FINANCE

The Finance Committee oversees and reviews the financial performance of the charity, budget and financial reports, as well as ensures regular and accurate monitoring and accountability of funds.

Chair: Desiree Zhou

Member: Philomena Ang

FUND DEVELOPMENT

The Fund Development Committee drives the financial sustainability of the charity by identifying, cultivating and securing diverse funding opportunities. Additionally, the committee plans and executes engaging fundraising events to mobilise community support and expand resources for our core programmes.

Chair: Saim Yeong Harn

Member: Ong Soh Wei (Cheryl)

Ambassadors: Hazel Seow; Juanita Ingram

NOMINATING AND APPOINTMENT

The Nominating and Appointment Committee identifies potential board candidates and makes recommendations to the Board for their appointment. It also leads succession planning and reviews Board effectiveness.

Chair: Kelvin Gobardja

Members: Elizabeth Chew, Susan Vaughan, Ute Braasch

RESERVES POLICY

The charity has a reserves policy to ensure stability of its operations and programmes. The charity maintains reserves in accordance with its Board-approved Reserves Policy. The Board reviews the adequacy of reserves annually, taking into account operating requirements, financial commitments and sustainability. Our reserve position at year-end stood at nearly 5 months, reflecting timing differences in campaign and grant disbursements, with subsequent receipts from our year-end matching grants and International Women's Day campaign supplementing our operational reserves moving into the new financial year.

	FY2026 S\$	FY2025 S\$	%Increase/ Decrease
UNRESTRICTED FUNDS (RESERVES)	103,969	213,942	(51.4%)
RESTRICTED/DESIGNATED FUNDS	2,302	2,302	
TOTAL FUNDS	106,271	216,244	(50.86%)
RATIO OF RESERVES TO ANNUAL OPERATING EXPENDITURE (CASH)	0.39:1	0.96:1	

CONFLICT OF INTEREST POLICY

The company has a conflict-of-interest policy in place. All board members and staff 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 of Image Mission Ltd in FY2026 have read and signed the conflict-of-interest policy and declaration. During the fiscal year 1 April 2025 to 31 March 2026, there was no transaction with a corporation in which board members had any financial interest.

ENVIRONMENTAL, SOCIAL & GOVERNANCE

Image Mission takes into consideration ESG factors when conducting its activities, striving to keep our activities environmentally friendly and sustainable, maintaining good relationships with our stakeholders and upholding high standards of governance.

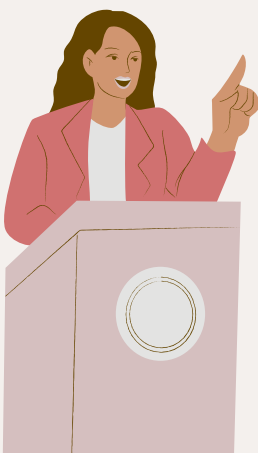


ENVIRONMENTAL

- Mindful practice of 3Rs (reduce, reuse, recycle) in our daily operations and conscious energy consumption
- Digitalisation of documents and records through electronic file management
- Extending the life of pre-loved work-appropriate clothes by passing them on to clients to wear at job interviews and employment and selling non-work-appropriate clothing to give them a new lease of life

SOCIAL

- Collaborate with community partners to provide complementary services and support to clients
- Complement employment support initiatives to plug access gaps to the disadvantaged
- Provide easy access to our pro-bono programmes to build confidence and motivate them to re-enter the workforce
- Mobilise skills-based volunteerism in the areas of career coaching, image consultancy, communications and finance professions among others
- Regular volunteer and donor engagement and appreciation
- Regular outreach and feedback with community partners
- Transparency in disclosure of information to stakeholders on communication platforms such as the website, Annual Report and social media



GOVERNANCE

- Compliance with the Code of Governance for charities and Institutions of a Public Character and all relevant legislations and regulations
- The Board reviews key strategic, operational and financial risks annually



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254 Outram Road #02-10 YWCA Outram Road Centre Singapore 169051



+65 8754 5081



admin@imagemission.org