

# BOYS' TOWN

*Singapore*

ANNUAL REPORT 2013



# HELPING YOUTH-IN-NEED

## MISSION

To help youth-in-need become socially integrated, responsible and contributing members of society by providing residential, outreach, community and school-based programmes.

## VISION

A CARING milieu

## VALUES

**C**are and concern

**A**daptability

**R**esponsibility

**I**ntegrity

**N**uturing

**G**odliness

---

### ORGANISATION INFORMATION

Boys' Town is a non-profit organisation started in 1948 by the Montfort Brothers of St. Gabriel. Each year, we reach out to 300 children and youth typically between the ages of 10 and 21 who come from disadvantaged and disengaged families, and may have suffered domestic violence, abandonment or the lack of care and financial support.

UEN NUMBER: S84CC0095A

ADDRESS:

624 Upper Bukit Timah, Singapore 678212

TELEPHONE: +65 6690 5420

FAX: +65 6762 7846

EMAIL: [info@boystown.org.sg](mailto:info@boystown.org.sg)

WEBSITE: [www.boystown.org.sg](http://www.boystown.org.sg)

AUDITORS: C N Tiew & Co

Boys' Town remains dedicated in our mission to continue to serve the disadvantaged with genuine care and quality programmes.

It met the needs of 300 children, youth and families last year who had very little means or were begotten by family adversity.

One rising concern we face is the increase in broken young lives, from children who are ill-fed, covered with non-accidental injuries, to older youth who came from a chaotic home environment and have suffered from the absence of love.

Two new services – the shelter and hostel – were launched in 2013 to help tackle this issue and transform Boys' Town into an integrated centre to provide one-stop, coordinated care for young people in need.

Growing in our social responsibility, we supported clients from youth, young working adults to parents through our programmes, counselling and street outreach. Personalised care plans and regular training and research ensured that we efficiently manage our resources and reach more families.

As an independent charity organisation, most of our programmes are funded by public donations. The children whom we look after, the youth whom we reach out to, and the needy families whom we counsel, are supported by kind donations from individuals and corporations like you.

With your support, Boys' Town will continue to serve the community, with passion and purpose. We believe that together, we will go a long way in adapting for the future and sustaining care for those who need our help.

**Mr Gerard Lee**  
*Chairman*

Boys' Town Board of Governors



*Leaders training for Mount Tahan climb.*

# BOARD OF GOVERNORS

The members of the Board of Governors are business professionals and community leaders who provide directional leadership on strategic planning, public relations, fundraising and development of resources so as to strengthen Boys' Town's ability to serve. They render their services on a voluntary basis and are not remunerated.



(From left to right, top to bottom)  
Mr Gerard Lee (Chairman), Bro. Dominic Yeo Koh (Chair - Appointments, Services and Case Review),  
Mr Jeremy Tay (Chair - Human Resource), Bro. Emmanuel @ Gaudette Pierre-Paul (Chair - Fundraising),  
Mr Simon Lim (Chair - Building), Mr Lional Tseng (Chair - Audit), Dr Seng Boon Kheng, Mr Raymond Chan,  
Mr Philip Lee, Mr Tay Teck Chye, Ms Angelina Fernandez

# MANAGEMENT TEAM



(From left to right, top to bottom)  
Mrs Irene Loi (Executive Director), Dr Roland Yeow (Deputy Director), Ms Adrienne Sng (Deputy Director),  
Mr George Cheong (HR and Governance Specialist), Mr Trevor Chan (Senior Manager, Community Partnerships and Social Enterprise),  
Mr Harry Mealin (Manager, Boys' Town Hostel), Mr Joseph Chng (Manager, Boys' Town Shelter),  
Mr Dewa Rajan Martin (Administration and Operations Manager), Mr Francis Chua (Estate Manager)

# ORGANISATIONAL CHART

## ST. GABRIEL'S FOUNDATION

### BOARD OF GOVERNORS

#### SUB-COMMITTEES:

Appointments, Audit, Building, Fundraising, Human Resource, and Services and Case Review

### EXECUTIVE DIRECTOR

#### DEPUTY DIRECTOR 1

#### DEPUTY DIRECTOR 2

##### PROGRAMME DEVELOPMENT

- Training
- Research
- Youth Outreach (YouthReach)

##### RESIDENTIAL SERVICES

- Boys' Town Group Home
- Boys' Town Hostel
- Boys' Town Shelter
  - Boys' Town Alternative Schooling

##### CLINICAL SERVICES

- Social Work
- Counselling
- Psychological Services
- Chaplaincy

##### CORPORATE SERVICES

- HR and Governance
  - Finance
- Community Partnerships/ Social Enterprise
  - IT
- Admin and Operations
  - Estate

## KEY MILESTONES

1938

St Joseph's Trade School and Orphanage were set up by Bro. Robert and Bro. Galmier.

1948

Boys' Town was officially founded by Bro. Vincent with the support of Mr. William Thomas McDermott, an Australian businessman and philanthropist.

1955

Boys' Town's facility was extended with the construction of a new administrative building cum dining hall.

1962

Public appeal was made to raise funds for a new building which houses a recreational hall and four dormitories. Construction began the following year.

1985

Bro. Dominic Yeo Koh formed the Social Work Department.

1998

Boys' Town celebrated 50 years in service for the youth in the community.

1999

Bro. Emmanuel, our longest serving Director General of Boys' Town, stepped down after 30 years. He was succeeded by Bro. Dominic Kiong.

2007

Mrs Irene Loi became Boys' Town's first lady and lay Executive Director.

Boys' Town Alternative Schooling was established in October to help boys who have been assessed to learn better outside the formal school structure.

2008

Boys' Town celebrated its 60th Anniversary and entered the Singapore Book of Records for the most number of people piggy backing and walking a distance of 6 metres.

2009

A youth training and research programme was established to build a stronger pool of youth workers and to better understand the evolving needs of young people.

A clinical intervention centre with our own in-house psychologist and expressive therapist was started to help the youth express their feelings and make sense of what they are going through.

2010

Boys' Town launched YouthReach at Tampines estate; an outreach programme for youth-in-need and supported by Catholic Welfare Services.

Boys' Town breaks ground for new building.

2011

Construction of new building began.

Boys' Town was awarded the Non-Profit of the Year (Philanthropy Management) by the National Volunteer and Philanthropy Centre for having the best practices in donor management, fundraising and financial management and accountability among the non-profit organisations in Singapore.

2012

Temporary Occupation Permit for the main building was received.

A Certificate in Youth Work was launched by Boys' Town Training and Research Department to provide research-based information, resources, and professional development for youth workers serving youth-in-need and their families. The certification is accredited by Workforce Development Authority (WDA) and Social Service Institute (SSI).

2013

Boys' Town celebrated the official opening of its integrated centre for children, youth and families. With the new facilities, Boys' Town is able to bring together a multi-disciplinary team comprising a psychologist, counsellors, social workers, teachers and programme supervisors to provide one-stop, coordinated care for youth-in-need and their families.

## KEY ACHIEVEMENTS AND HIGHLIGHTS FOR THE YEAR

### SHELTER

The 10-bed shelter has admitted eight children from vulnerable backgrounds. The shelter team comprises a manager, a social worker and two programme supervisors to provide quality care for these young residents.



## HOSTEL

The 10-bed hostel has admitted eight older youth who are in ITE, polytechnic, junior college or National Service. The hostel team comprises a manager and a social worker to help these teenagers with independent living and prepare them for future careers.



## OPEN HOUSE AND BLESSING OF BUILDING

Boys' Town Open House on 16 August saw staff members and boys giving visitors a tour of the new building's facilities. The occasion was graced by Archbishop William Goh.





# PROGRAMME DEPARTMENT

To help young people discover and develop their strengths and talents, the Programmes Department organise an array of outdoor and recreational activities, and work with community and corporate partners to provide opportunities and support.

The team specially design holistic programmes to cater to the well being of each individual person. An annual review is conducted of all activities to ensure they are effectively meeting the needs of the young people, with the aim of helping them reintegrate back into their families and society.

## Orientation Camp

The annual orientation camp comprises mainly team building and bonding activities to help the new and older boys to get to know each other better. In 2013, the boys were brought on a camping trip to Pulau Ubin where they got to experience topography as they map their journey to the campsite, outdoor cooking using mess tins and a river crossing obstacle course.



## Leadership Development Programmes

The leadership development programme trains and develops the boys' abilities to lead effectively, including providing clear communications, guidance to younger boys, managing conflicts and fostering team spirit.

### MOUNT TAHAN EXPEDITION

Eight of our boys conquered the 2187 metre-high Mount Tahan in Perak, Malaysia. The group had been training for four months, going through rigorous hill climbing, sand trekking and weight training. They set off on their mission on 8 June with two staff and expedition leader, Mr David Lim, from Incredible Journeys. After three days of hiking up 60km of steep slopes, they arrived to a beautiful sight on the summit on 11 June.



### LUMUT OUTWARD BOUND

The 5-day outdoor adventure offered a new batch of young leaders exciting experiences and training. From a kayaking trip to Pangkor Island to set up a campsite, jungle trekking, abseiling down a rock cliff, to learning to build a raft, the boys came together to develop tenacity and a caring connection to each other. The action and reflection activities helped them to learn acceptance of responsibility, readiness and the ability to transcend self-imposed limits.



### Festival of Service

Boys' Town launched the inaugural Festival of Service in 2013 to provide opportunities for the boys to participate in the community, and develop empathy and gratitude by serving others in need. Through various events, the boys got to realise how they can bring joy to others with small act of kindness, even as they themselves receive assistance from Boys' Town.

### CHINESE NEW YEAR LUNCH FOR THE NEEDY

In February, the boys organised a steamboat lunch at the Church of the Nativity of the Blessed Virgin Mary. Together with volunteers, they set up tables and prepared a spread of sumptuous food to bring festive joy to over 100 elderly beneficiaries from the Society of St. Vincent de Paul.



### TANJONG BALAI ORPHANAGE

In March, the boys and a few staff members went to an orphanage in Tanjung Balai, Indonesia. They painted a mural for its kindergarten, cleaned up the compound and helped with minor repairs including plumbing and light fixtures. They revisited the orphanage in November to help rebuild and paint a house for an underprivileged family.

### MAKEOVER FOR ONE-ROOM FLATS IN MARSILING

In July, the boys went to the Marsiling estate to help with home makeovers for families housed in poor conditions and struggling to make ends meet. They repainted rotten walls; replaced thin, dusty mattresses with new ones; and fixed broken ceiling lights, water taps and tables. They also took time to have a simple meal with the residents and played games with their children.



## Fitness Club

The fitness club is conducted by Coach Richard Wee and aims to improve the boys' general fitness. The boys undergo a variety of calisthenics workout to increase body strength and flexibility with movements such as bending, jumping and kicking, using only the body's weight for resistance. The training helps with muscular and cardiovascular fitness and also improves psychomotor skills such as balance, agility and coordination.

## Soccer Club

The boys participate in weekly soccer training with Coach Zorke from the Singapore Soccer Academy. Soccer training drills build up their technical ball skills under pressure, ball control and receiving techniques, and their speed, agility and quickness. The boys were also given opportunities to practise what they learnt in friendly matches with the US Navy, MediaCorp, Evolve MMA and the Ministry of Social and Family Development Inter-Home Tournament.



## Media Club

The Media Club is headed by volunteer, Mr Steven Liew, who is an experienced photographer and videographer. Mr Steven imparts his experience and skills to the boys by bringing them on various shoots at restaurants, parks and special events such as the Chinatown Light-Up and USS aircraft carrier visit. Apart from the technical skills of how to handle a camera, compose and edit a photo, the boys also got to experience behind-the-scenes filming.





## Triathlon / Running Club

Every Thursday, the boys in this club are ferried to the Canadian International School for their training with Mr Raymond Leong and his team from Swim Concierge. The boys train in the school's swimming pool and use the track for their running and cycling practices. They have participated in 7 events in the year including the Milo Youth Triathlon, the OCBC Cycle Super Challenge and the Standard Chartered Marathon. Two of the boys who joined the club not knowing how to swim or cycle, made significant progress and proudly represented Boys' Town in these national sporting events.

## Guitar Club

The guitar enthusiasts in Boys' Town were privileged to receive lessons from Mr Hyung and volunteers from the Korean Presbyterian Church every Sunday. The boys were taught how to play modern pop songs like 'Collide' by Howie Day and 'I'm Yours' by Jason Mraz using acoustic guitars. They showcased their talents by performing for internal events including the 65th Anniversary & Founders' Day dinner and the annual Family Day.



## Tuition Programme

The tuition programme remains an important activity to provide qualified support for boys needing help to complete their assignment or to better understand new school syllabus.

It has grown steadily over the year with the support of over 50 dedicated volunteers from STEP Chapter Singapore, Nanyang Technological University and other students and working adults. The improvement in the academic results bear testament to the tutors' hard work and ability to motivate the boys. An appreciation day was organised to allow the boys to show their gratitude to the tutors. A networking session was held over three evenings to allow different groups of tutors to get to know one another, receive updates on the school results, and provide feedback to the coordinators.

# SOCIAL WORK

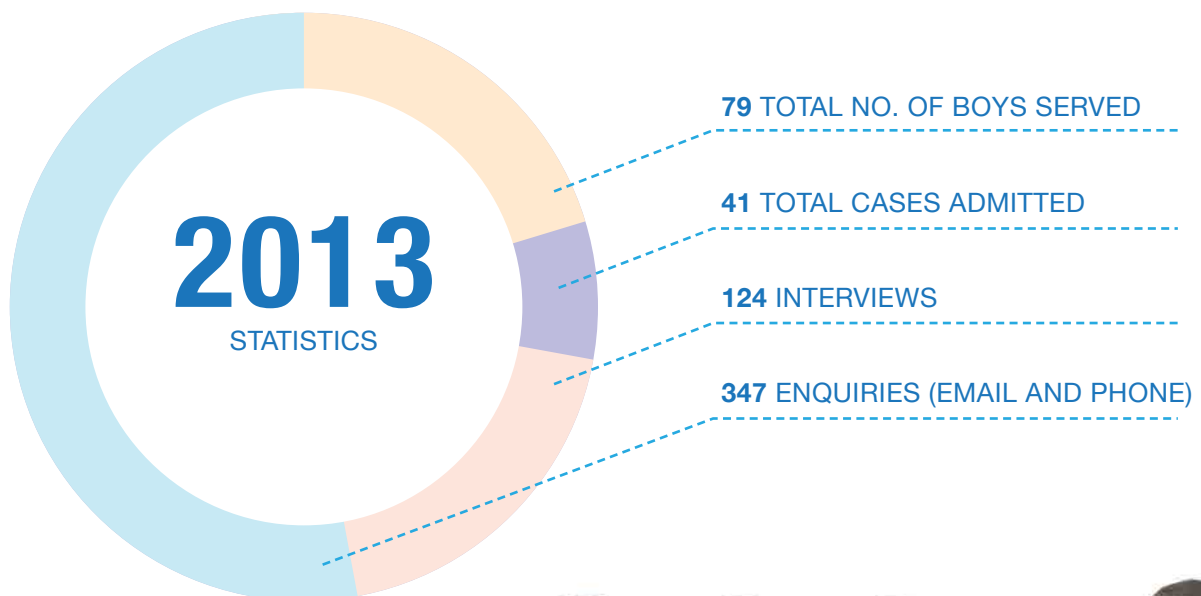
A team of dedicated and professionally trained social workers strive towards building a holistic and individualised care plan that is tailored to meet each young person's needs. They address each resident's educational, social, spiritual and family needs and review them regularly to ensure changing needs are attended to.

The social workers help an estimated 80 young persons per year, typically between the ages of 10 and 21, from compassionate ground cases to referrals from Ministry of Social and Family Development (MSF). They work with young people through personal issues and difficulties encountered at home and in school. They provide care and protection for those who have suffered abuse or neglect, and deliver group work or rehabilitation due to risk behaviours and lack of parental supervision.



Their work also emphasizes strongly on aftercare and follow-up services for the young people upon their discharge. They provide help to them and their families in the transition period of about six months after they leave, and connect them to services within the community to provide the continued assistance.

The social workers also work closely with the Programmes Department to run academic, sports and arts-related programmes to help the young people catch up with their peers and develop their potential talents. These include mentorship, character building and life skills workshops on respect, self-awareness and integrity to enable them to become independent and socially responsible people.



## Shelter

The shelter reaches out to children who are abused, abandoned and neglected. The cases are mostly referred by the MSF.

The children may come from low income families who lack basic necessities and have to sacrifice food, clothing and at times, their children's education.

Some of the children come from environments affected by crime or violence and were abused and violated. The shelter offers them a safe environment and intensive care by social workers and programme supervisors.

The team work towards building a close relationship with the children, seeking to be a friend, encourager and mentor to help them overcome their past hurts and to build up their resilience and social confidence.

The shelter team is supported by the Boys' Town Clinical Intervention Centre. Together, they tap on the existing network of friends and family of a young person at risk and bring in counsellors, psychologists and other professionals to work together as a team to develop a holistic action plan.



*I had been suspended from school for fighting with students and teachers and disturbing classes. I was always angry and wanted to hurt myself.*

*At Boys' Town, the shelter staff's kind and strict ways in caring for me helped me with my feelings. I begin to share the abuse I went through and it started my healing. I look forward to returning to school in 2014 and going home to celebrate my birthday with my family.*

**- Nicky\*, 11, 'Care and Protection Order' resident who has been with Boys' Town since August 2013. His parents have received counselling to improve family relations and parenting skills.**

## Hostel

The hostel serves as a temporary place for older youth who have no family or other forms of support. These youth require a place to stay while they complete their National Service or studies. In addition to providing housing, an aftercare programme will prepare them for employment and independent living. A case manager will monitor their progress after they have left the programme. Currently, eight youth have been enrolled.



*I was abandoned when I was a baby and have never known my parents. My adoptive parents took care of me but they were poor and didn't have the means to send me to school. When they passed on, I was placed in the care of relatives.*

*I was 10 years' old when I took my Primary 1 exams. I did well and was promoted to Primary 3. This encouraged me to give my best and break out of the poverty cycle.*

*During the 'O' Levels, I was asked by my relatives to leave the house. I came to Boys' Town hoping to find a place to stay.*

*The staff here not only gave me a roof over my head, but a renewed hope and direction in life. I scored 12 points for my 'O' Level and hope to pursue my dream of becoming a newsreader.*

*- Ragu\*, 19, joined Boys' Town in November 2013.  
He is currently studying Media and Communications at a local polytechnic.*

*\* not real names*

# CLINICAL INTERVENTION CENTRE

Our counsellors, expressive therapist and psychologist form the Clinical Intervention Centre to provide residents and external families in need with counselling and therapy.

Some of the current issues they work on with clients include depression, adaptation, low intellectual functioning, interpersonal relationships, dyslexia, autism, and traumatic experiences such as abuse and abandonment.

The team takes an active role in formulating intervention plans for the youth. They employ psycho-educational assessment tools such as IQ and verbal reasoning tests to assess youth with specialised needs (e.g. attention deficit hyperactivity disorder, oppositional defiant disorder and conduct disorder) and measure their ability to understand what they read and how they apply their reasoning skills.

This will help determine the level of learning competency of the youth, whether they are suitable for placement in an academic or vocational setting, and what are the appropriate follow-up interventions required.



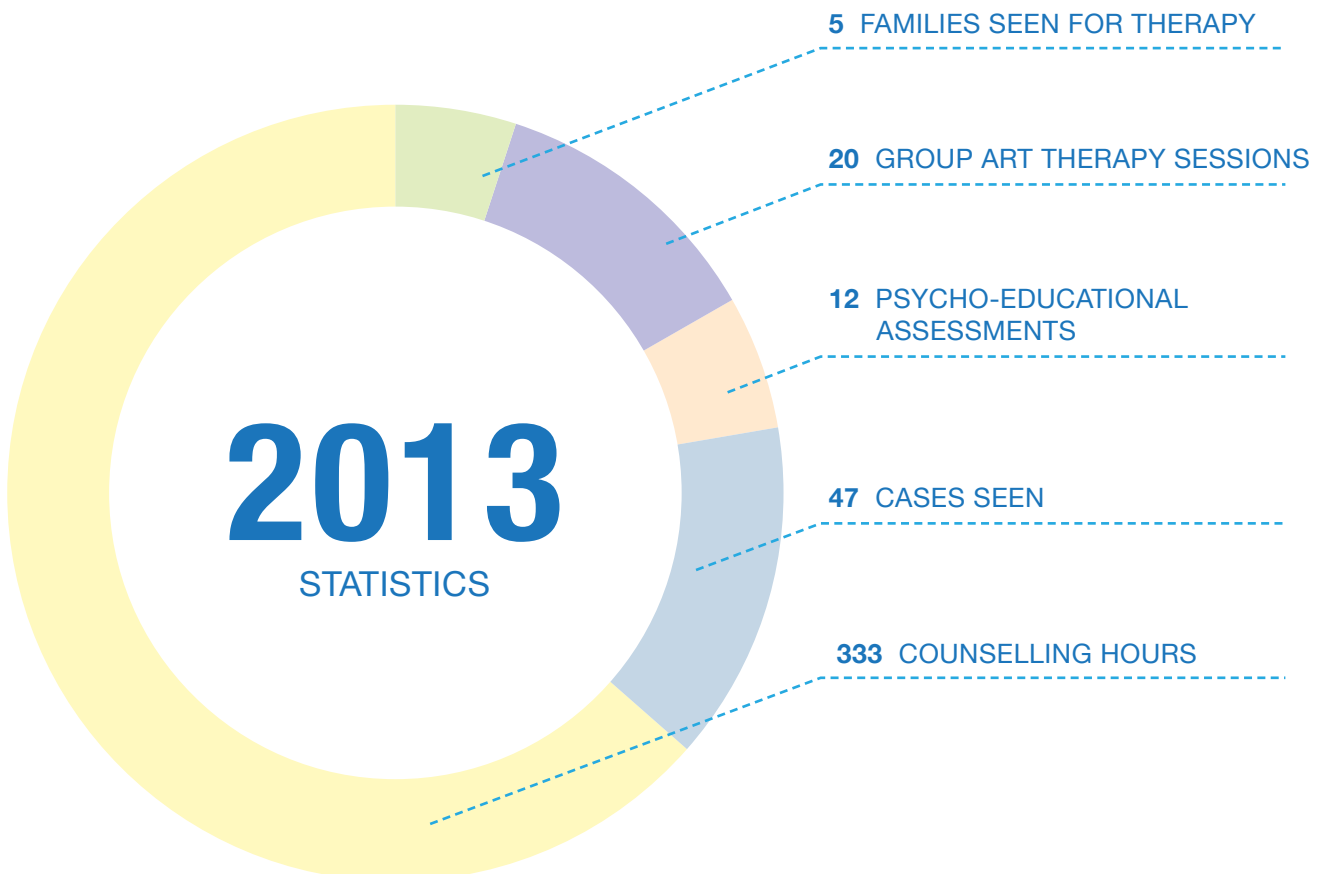


To develop knowledge and be responsive towards specialised cases, the team attended the following trainings, some of which were partially funded by the government:

- Affect regulation therapy on regulating mood and controlling positive and negative arousal states
- Cognitive behavioural therapy to evaluate and change destructive or disturbing thought patterns by exploring thoughts, attitudes, beliefs and behaviour and encouraging new coping skills
- Eye movement desensitization and reprocessing, a form of psychotherapy used particularly for treating post-traumatic stress disorder such as physical or sexual abuse



Moving forward, the team is exploring various cost-efficient ways in managing resources. This includes contracting external counsellors from the private practice with specific training to handle the specialised cases. These counsellors' valuable experience will help complement existing services.



# BOYS' TOWN ALTERNATIVE SCHOOLING

Boys' Town Alternative Schooling (BTAS) provides a holistic, customised and structured environment for students to pursue their education. Students come from different schools across the island and are closely monitored and coached on specific subjects so that they can obtain a basic 'N' and 'O' Level certification.

The objective of this programme is to help students who have been assessed to learn better outside the formal school structure continue their education in a home-schooling environment. Classes are held in small groups within Boys' Town campus.

The BTAS curriculum is planned around the Ministry of Education (MOE) syllabus, and the textbooks, course workbooks, examinations and co-curricular activities are approved by the MOE. Apart from academic certification, the students go through vocational training such as customer service, product knowledge and culinary skills. This is to enhance their ability to apply their learning as well as exercise their skills.

In 2013, BTAS served a total of 26 students from Primary Six to Secondary Four, of which four sat for their national examinations.

**26**  
STUDENTS  
IN 2013



## ALL FOUR BTAS STUDENTS PASSED NATIONAL EXAMINATIONS IN 2013



3 PASSED 'N' LEVEL



1 PASSED PSLE

Of the four students, three passed their 'N' Level examination and are currently pursuing NITEC Certification in Electronics (Mobile Device), Electronics (Computer and Networking) and Electrical Technology (Light and Sound) at ITE College.

The fourth student passed his PSLE and has enrolled in Assumption English School.

The remaining 22 students sat for their respective schools' End of Year examinations which were specially sent by the schools to Boys' Town. A total of 20 boys were promoted to the next level. Three boys had to be retained and BTAS has arranged for additional night tuition to help them.

# 19/22

## 5

There were also five boys who were ready to be integrated back to mainstream schools. They each did well in their examinations and passed the interviews with the respective school principals.

This year, BTAS concentrated on providing English, Chinese, Math, Science, History, Art and Computer Application.

The lessons are taught by external teachers. Due to demand, the school is continually looking for part-time teachers above 25 years old, who have strong interpersonal skills and can commit on weekdays for a year to guide and mentor young people.



# COMMUNITY PARTNERSHIPS DEPARTMENT

The department manages the fundraising and corporate communications of Boys' Town and drives initiatives in the areas of branding, public and media relations, donor management, corporate and institutional partnerships, public education, research and archives, and volunteer management.

## DONATION DRAW

A Donation Draw was held from January to April 2013. The staff and boys helped to sell the tickets to friends, schools, business contacts and the public before the official draw was conducted on 27 April on Boys' Town's campus. A total of \$98,778 was raised.



## FLAG DAY

On 5 June 2013, our boys and staff went island-wide with their tins to collect donations for Boys' Town. We would like to thank the following supporters:

- Catholic churches who had kindly allowed us to sell our flags on their compound
- Companies who had adopted tins and helped raise funds within their office premises
- Schools and other volunteers who spent the day to sell flags with us

With your support, \$89,627 was raised.

## VERONICA YOUNG & THE SILVER STRINGS CONCERT

Popularly known as the Connie Francis of Singapore in the 1960s, Singer Veronica Young delighted the audience at a concert held at the Boys' Town campus in an aim to raise funds for the organisation.

Belting out popular hits, she and her band – The Silver Strings – entertained the crowd with dance moves to songs such as 'Frankie' and 'Hippy Hippy Shakes'.

We would like to thank Veronica and The Silver Strings as well as good-hearted individuals and corporations for their great support and helping to raise \$70,240.



## Media and Publicity

The team shared stories with the media and prepared spokespersons for interviews, including developing talking points to address topics such as the resurgence of youth gangs and gang-related violence, social problems, and offer sound advice through the media to help people understand the youth-in-need.



In June, YouthReach, a youth outreach programme run by Boys' Town, participated in interviews with Channel 8 Good Morning Singapore and Channel NewsAsia Singapore Connect. Centre manager Gwen Koh and social worker Aaron Leng shared about how the youth's rebellious behaviour must be seen from a holistic viewpoint, from their adjustment to the expectations of adulthood to seeking a sense of belonging and affirmation from peers.

Between July and December, the team also provided support for a youth mediation episode on Channel 5 docu-drama 'The Missing Peace'. YouthReach centre manager Gwen provided case studies to explain how outreach work intervenes at a group level so as to understand the group dynamics of youth and establish contacts with other high-risk individuals. She shared that it takes time and patience to build trust with the youth because they have a high defense mechanism and are easily suspicious of other people's intentions due to their past run-ins with authorities.

In September, The New Paper covered Boys' Town Alternative Schooling (BTAS) as part of a Teachers' Day special. The team assisted in crafting talking points for BTAS education officer Vithi on her insights to supporting boys with different learning needs and sourcing for job attachments to help them find suitable career paths.

Other media engagements included the Boys' Town Open House in August, which received coverage on The Straits Times, The New Paper, Shin Min Daily News, Lianhe Wanbao, TODAY, News Radio 938LIVE, Capital Radio 95.8 and Catholic News. In December, Teens magazine carried an interview with youth worker Shafiee on 'Careers that give back to society'.



# TRAINING AND RESEARCH DEPARTMENT

The Training and Research Department is dedicated to enhancing the effectiveness of Boys' Town through the development of innovative approaches, tools, as well as their practical application by combining sophisticated theory with hands-on approach.

It is committed to providing training and carrying out evaluation and research studies that contribute to enhancing the staff's skills in various fields of expertise, strengthening the learning environment, and enabling the team to adapt and respond appropriately to the needs of their work.

The department also manages the sale of St Luke's Innovative Resources, which includes therapeutic card sets, books and stickers promoting strengths-based philosophy, and uses straightforward language that requires no special training. These hands-on tools help to build conversations with clients and are used by counsellors, social workers, psychologists, educators, managers and supervisors who work with adults and children.



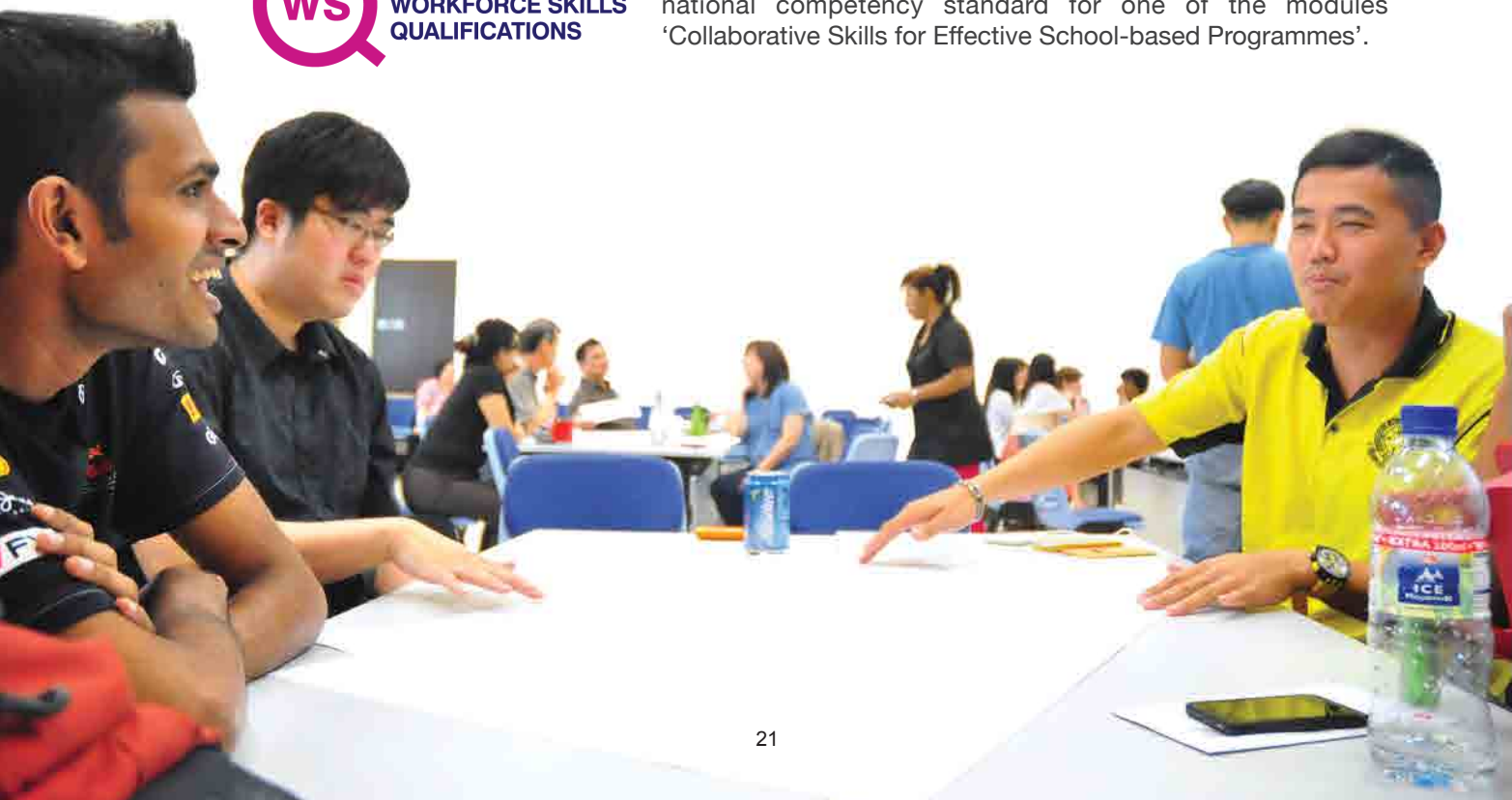
## Training

In 2013, the department worked with Social Service Institute (SSI) to conduct the Certificate in Youth Work for the second year running and reached out to 15 participants. Modules include:

- Leading and Mentoring Youth
- Planning and Implementing Effective Youth Programmes
- Psycho-social and Cognitive Needs in Youth
- Working Effectively with Families of Young Clients
- Legal and Ethical Framework in Youth Work
- Collaborative Skills for Effective School-based Programmes



They also developed the Workforce Skills Qualification (WSQ) national competency standard for one of the modules 'Collaborative Skills for Effective School-based Programmes'.



Two runs of mentoring training were conducted for volunteer mentors from Loving Heart Multi-Service Centre, a voluntary welfare organisation that serves the community and provides programmes such as sports, tuition and case management for the needy. The volunteer mentors are posted to primary and secondary schools to provide coaching and mentoring to students. The training topics include:

- Enhancing one's self-awareness, developing leadership style and leveraging on motivational techniques and group activities
- Conducting team activities, including facilitating team processes, communication, enabling conflict resolution, skills development, and programme evaluation
- Identifying young people who require formal intervention and following-up with mentoring or referral to specialist

## Research

Part of the department's work involves extracting meaningful data and insight into the complexity of youth work, and expand the understanding and knowledge in this field. The team is currently conducting two studies:

- 1** Three-year impact study on Boys' Town programmes and services. To explore the use of social emotional competencies and developmental assets (e.g. positive relationships, values and opportunities) to divert youth from risky behaviours, increase their civic engagement and give them the strengths they need to make positive choices in life.
- 2** Youth mentoring and value inculcation. To provide preliminary evidence on the benefits and disadvantages of reinforcing values in a youth mentoring relationship, and identify factors which aid in the acquiring of values.

In April, it published an Action Research Toolkit to help transform organisations into learning communities by improving ways of addressing issues and solving problems. The toolkit aims to help foster continuous growth and development, strengthen programmes through the building of common focuses, and empower teams to conduct investigations into areas of interest and share what they have learnt with the community around them.



The team also supported two psychology undergraduates from City University, Hong Kong, in a 6-week internship at Boys' Town. The objective was to help the students gain practical full-time work experience and apply the knowledge and skills they acquired in school to their working place. During their time with Boys' Town, the students were exposed to the contributions and applications of psychological sciences in a residential youth care setting.

# YOUTHREACH

Boys' Town also runs YouthReach; an outreach programme for youth-in-need started in 2010. It is currently supported by Catholic Welfare Services and Caritas Singapore.

YouthReach focuses on helping youth, typically between the ages of 10 and 21, who face moral danger due to their engagement or tendency of getting into risky behaviours such as dropping out of school, associating with gangs, and experimenting with drugs and unsafe sexual conduct. The youth may come from low socioeconomic backgrounds, struggle with poor school performance, or have experienced abuse or neglect.

In the long-term, YouthReach hopes to reconnect these youth with their families and give them the motivation and strength of character to break away from risky behaviours and friends who have a negative influence on their lives.

YouthReach began as a drop-in centre at Tampines to engage youth in meaningful activities and help them develop physically, academically, emotionally and socially. Through fun and engaging activities, the youth are able to share, encourage and be of support to one another. It has since expanded to include counselling, developmental programmes, and visiting the youth at their homes.

The team also does street outreach to engage groups of youth. These efforts have helped defuse confrontations, support runaway youth in returning home, and relocate intoxicated youth to a place of safety.





## Social Work and Counselling Services



The team of six comprises social workers, youth workers and counsellors. They reach out to the youth and engage them in a trusting and collaborative relationship. They spend time to understand the youth before assessing and formulating an action plan to help them. They also monitor and evaluate the youth's short-term goal attainment and affirm and encourage them throughout process.

Part of the team's job involves intensive case work to understand the youth and discern his or her family and background issues so they can better address various risk factors including:

- Individual psychological or behavioral risk such as language delays or impairments, impulsiveness, restlessness and inability to delay gratification
- Family environment such as the lack of parental supervision, parental conflict or separation leading to poor relationship between children and parents, and the youth less willing to discuss their activities
- Peer influence and rejection that affects the youth's ability to be socialized properly, and causes them to gravitate towards anti-social peer groups which may lead to violent or deviant behaviour

The team also works with the authorities on a rehabilitative programme called StreetWise for youth who have unwittingly drifted into gangs but expressed the desire to leave and stay away from those gangs, or have been arrested for gang-related activities. In 2013, the team worked on 19 cases from the StreetWise Programme and conducted weekly group work and monthly parent support groups to assist these youth to integrate back into the community.



## Youth Developmental Programme

The youth workers design holistic programmes to instill positive character in the youth and impart life skills such as building interpersonal relationships, making decisions and coping with stress. These programmes give the youth structure, discipline and a sense of purpose.

### EAST CITY WARRIORS FOOTBALL TEAM



The football team of 25 youth participated in Student Care Service's ACE Football League, for youth aged 12 to 17, over a period of five months. Through training and participating in matches together, the players built a sense of affiliation with the team. Six of them received awards from Student Care Service for display of discipline and good sportsmanship.

During Christmas, the team worked with Tampines North Community Centre on a donation drive and collected food items from HDB flats to distribute to needy families.

Youth worker Arief, team manager for the East City Warriors, received the Character Manager of the Year award from Student Care Service for being a good role model and contributing to the development of the youth under his care.

He was invited to share his experience at the inaugural Youth Sports Symposium, organised by the Ministry of Social and Family Development, at ITE College Central.

At the end of the year, Arief brought 16 players to Gunung Ledang in Johor for a team bonding session and to have a friendly match with a local secondary school. The trip allowed the youth to foster camaraderie and develop overseas friendships.

### SEPAK TAKRAW LEAGUE

Started by youth worker Shafiee, the sepak takraw league saw a growing number of youth participating since its launch two years ago. Currently, a total of 33 youth have formed teams to take part in competitions every Friday evening.



With the support of local community service group, Pekik, youth worker Shafiee brought the team for a charity game at York Hill and Jalan Kukoh, one of the poorest neighbourhoods in Singapore.

The youth took the opportunity to present food items and their favourite packet dishes to the beneficiaries comprising mostly single-parent families and the elderly.

During the charity game, one of the 17-year-olds, a first year student with ITE College, was spotted and recruited by a sepak takraw national team coach for his talent.

## SKATEBOARD TEAM

A skateboarding team of 14 youth was set up by youth worker Shafiee with the help of a teenage boy he had reached out to. The boy introduced his skateboarding friends to Shafiee knowing the youth worker was able to help provide the socio-emotional support for the struggles they faced with their parents and with the misuse of drugs.

Every week, Shafiee would meet up with the skateboarders for a mentoring session and to find out how they were doing. The youth are showing progress and are motivated to change for the better. They are also planning activities to help build a positive relationship between the skateboarding community and the public. Their determination and drive saw them networking successfully with two skate shops and securing skateboards and T-shirt sponsorships for a skateboarding competition they hope to organise.

Shafiee is currently planning a group work activity and skate tour with the team, including an educational visit to a welfare home for ex-drug offenders.



*"I was once a gang member, used to skip school, fight and extort money. Then, a meeting with youth worker Shafiee and an opportunity to take up my first love – skateboarding, turned my life around. Shafiee wanted me to represent the youth centre in skateboarding competitions and said he'll support me in getting a new skateboard and a pair of shoes for my hobby. Through his patience and guidance, I started to think of the kind of future I wanted for myself. I believed I was not good enough and could achieve very little. But he made me feel valued and changed my mindset."*



*-Alan\*, 11, YouthReach skateboard team.*

*Life is still undergoing changes for the young boy as he works hard to cope with his parents' impending divorce and process his feelings of frustration and self-blame.*

## DANCE

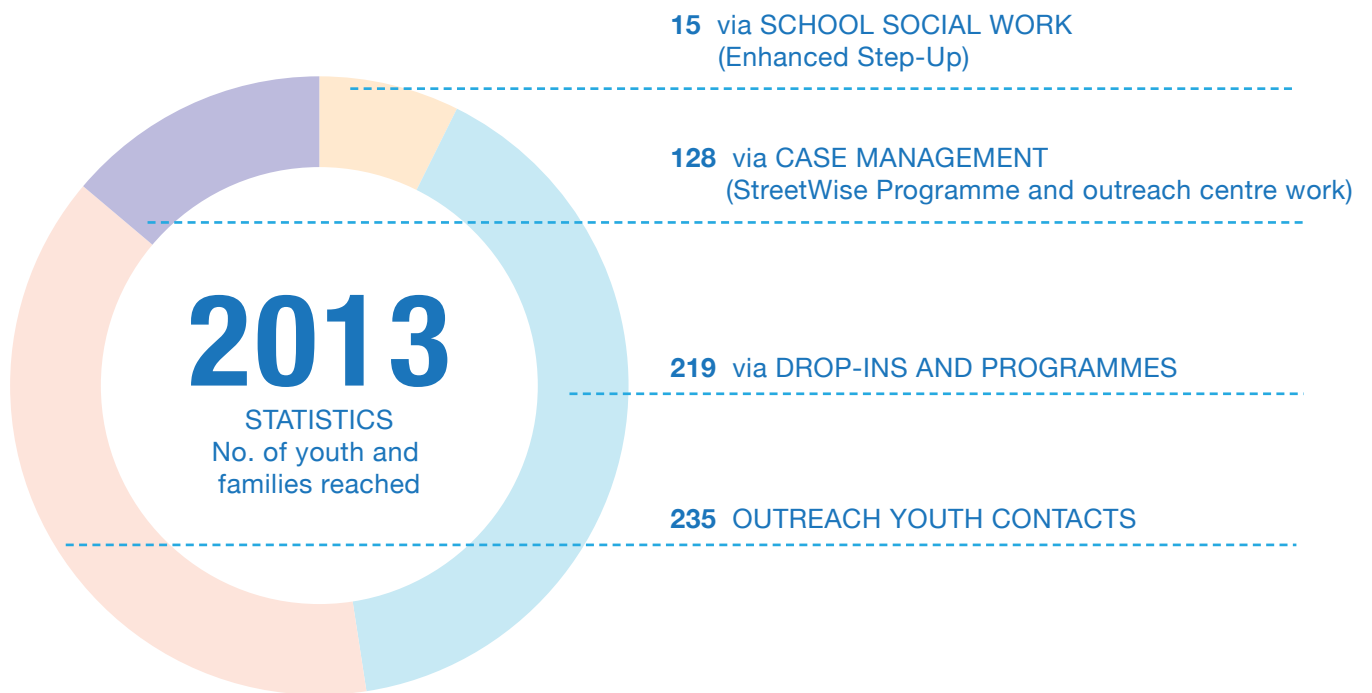
The team is working with volunteers to come up with dance programmes to reach out to the female youth group.

*\* Not real names*

## Street Outreach

Social worker Aaron and his team have made progress at night entertainment establishments, reaching out to youth at mixed-aged parties and maintaining contact with groups of at-risk male and female youth.

Through walking the ground and spending quality time with the youth at their regular hang-outs, organising sports, camps and barbeque bonding sessions, the team has reached out to over 200 at-risk youth, with a consistent follow-through with more than half of the group.



# BENEFACTORS

You play a critical role in helping to grow the boys' hope for the future. We seek your support to continue to help us bring healing to Singapore's hurting youth and at-risk families. If you are already a part of our mission, Thank You. We remember each of you in our thoughts and prayers; please do the same for all children who face tomorrow with uncertainties.

The benefactor list on the following pages recognizes individuals and organisations that have made cash or in-kind gifts of \$1,000 and above in 2013 to support Boys' Town.

We also want to take this opportunity to extend our sincere appreciation to donors who requested anonymity. Great care was taken to make this report as accurate as possible. We apologise if anyone was mistakenly omitted or incorrectly listed.



ABDULLAH SALEH SHOOKER CHARITY FUND  
ACS MANAGEMENT CONSULTANTS PTE LTD  
ADRICH NG KIM SENG  
AHE PTE LTD  
ALLIANZ GLOBAL CORPORATE & SPECIALTY AG  
AMELIA MAK  
ANDREW S L LEE  
ANG ENG HIEANG  
AON SINGAPORE PTE LTD  
ARISTIDES BW INDARTO  
ARTS ASSOCIATE COMPANY PTE LTD  
ASIA GENESIS ASSET MANAGEMENT PTE LTD  
ASIATIC ENGINEERING PTE LTD  
BEE KONG ELECTRICAL ENGINEERING PTE LTD  
BEH JIT HAN  
BELWIT SINGH S/O BHAJAN SINGH  
BENEDICT KEH CHIN CHUAN  
BENGAWAN SOLO PTE LTD  
BERNARD FERNANDO  
BERND STARKE  
BGC PARTNERS (SINGAPORE) LTD  
BILCON INDUSTRIES PTE LTD  
BK CONSULTING ENGINEERS PTE LTD  
BOH TUANG SIM  
BOYS' TOWN ALUMNI  
BUILDING CONSTRUCTION CO (PTE) LTD  
CARITAS SINGAPORE COMMUNITY COUNCIL  
CARMELITE MONASTERY  
CAROLINE KOH  
CATHAY PHOTO STORE PTE LTD  
CATHOLIC WELFARE SERVICES SINGAPORE  
CHAN DOROTHY  
CHAN FOOK ONN  
CHAN GEK CHAN PAULINE  
CHAN HENG KEONG  
CHAN HENG KIAN  
CHAN KIM YING  
CHAN PEE TECK PETER  
CHAN ROGER  
CHAN WAH SUAN JOSELYN  
CHANG WAI FONG SUSAN  
CHARLES LEE  
CHARLES QUAH

CHEAH LAY HWA MOIRA  
CHEE CHYE YUN  
CHEE HSIEN GERARD  
CHEE STEPHEN  
CHEN WEI CHING VINCENT  
CHENG HENG YU  
CHENG JIAN FENN  
CHENG LI CHANG  
CHENG PAI LING  
CHEONG FOOK SENG ANTHONY  
CHEONG SOH HAR PETER  
CHEONG WAI KUN  
CHER TZE HANG MATTHIAS  
CHEW CHUAN TIEH  
CHEW GHIM BOK  
CHEW HOW TECK FOUNDATION  
CHEW KHIAM SOON JOSEPH  
CHI EELYN  
CHIA WEI TSAU  
CHIAM TOON TONG  
CHIANG HOCK SENG PATRICK  
CHIANG LIEW CHIN  
CHING KOO LENG  
CHNG HWANG YANG  
CHO SING HONG MARCUS  
CHOO CHIH CHIEN BENJAMIN  
CHOO WEE FUNG  
CHOY YOK KAY  
CHUA CHENG HUAT VINCENT  
CHUA LIAN SENG  
CHUA SIONG KIAT  
CHUA THIAN YEE  
CHUA WINSTON  
CHUNG FATT YAT  
CHUNG SOOK YEE  
CITIBANK-YMCA YOUTH FOR CAUSES 2013  
CITY DEVELOPMENTS LIMITED  
CONRAD PINTO  
CONSTANCE LEO CHING JONG  
CORINNE CHEOK  
CYNTHIA KOH SIOK AI  
DAMIEN JOSEPH  
DAVID LEE CHOON HUI

DAVID POH LEONG CHING  
DESKER LYNN  
DEUTSCHE BANK AG  
D'SPRING PTE LTD  
D-TECH CONTROLS PTE LTD  
DUNCAN KWEK  
EILEEN TAN  
EMILY CHAN  
ER SIAK KWANG PETER  
ESTATE OF WEE AIK KOON  
ESTHER KWAN WAI YENG  
EUFEMIO LOPEZ RODRIGUEZ  
EUGENE LEE MING  
EUGENE TAN CHERN FUNG  
EUGENE TAN KHENG BOON  
EVELYN HO YEA SIEM  
EVELYN NG  
F VALLETEAU DE MOULLIAC  
FAN YONG KWAI JOSEPH  
FLORENCE LIAN  
FOK CHUNG YEE  
FONG SIEW PING CORNELIA  
FOO KEONG TATT  
FOO PHILIP ALIAS EONG CHEONG GOH TEE  
FOO TIANG SOOI  
FOO TUAT YIEN  
FRANKLIN TAN  
GAN BEE YONG RITA  
GAN SOH HAR  
GE FOUNDATION  
GOH BOON SENG  
GOH HOON SAY ANTHONY  
GOH LIAN SEOK PAULINE  
GOH MUI LI JULIANA  
GOH TEIK POH  
GOH TSHIN EN SYLVIA  
GOH YEW LIN  
GONG ING SAN  
GRACE, SHUA AND JACOB BALLAS CHARITABLE TRUST  
GRAPES YAP POO THOR  
GRAPHIC WORLD PTE LTD  
GREATLAND CO PTE LTD  
GWEE TEOW HOW  
HALGROW PTE LTD  
HENG CHENG FATT  
HENG WAH KOON  
HENG WAN SIA  
HENRY TAN KOK HIANG  
HO LIK KHUI  
HO MING HENG  
HO WEI CHING STEPHANIE  
HOE PHUI LING MARY  
HONG GEK ENG  
HOPE DENTAL PTE LTD  
HUI CHOON WAI  
JACINTHA STEPHENS  
JACQUELINE LEE  
JOHN JONG  
JOYCE CHUA PECK KOON  
KAN SOONG TUCK  
KANNAN VIJAYARAGHAVAN  
KAPDE TUSHAR  
KEITH ANTHONY DAVID HARRISON  
KAPDE TUSHAR  
KEITH ANTHONY DAVID HARRISON  
KEPPEL CARE FOUNDATION  
KEPPEL SINGMARINE PTE LTD  
KEVIN HO KOK SUN

KHEW KAH LENG  
KHOO POH TINN SELINA  
KOH BOON LAI  
KOH PENG NAM STEVEN  
KOK LEE KWANG  
KPC (SINGAPORE) LTD  
KUEK ENG HOO  
KWA CHENG SONG ALBERT  
L.C.H (S) PTE LTD  
LAI NAI YAIN  
LAM KUN KIN  
LAM MUN SIEW VICTOR  
LAM THYE HANG PTE LTD  
LAU KWANG FATT GILBERT  
LAU EE SUN DAVID  
LAU HENG TUNG JOSEPH  
LAU WINIFRED (MRS)  
LEE CHIA YIEN  
LEE CHOON CHAN  
LEE CHU SING  
LEE GEE LENG  
LEE GEK LANG  
LEE HONG SENG  
LEE HOOD YEW ALFRED  
LEE HOW CHENG GERARD  
LEE HOW GIAP  
LEE JOO EE EVELYN  
LEE KAM CHOON  
LEE KHOON YONG  
LEE KIM TAH FOUNDATION  
LEE MEI LIEN @ IRENE LEE  
LEE MUN SUM  
LEE NGUET KWANG  
LEE OI LIN AGNES  
LEE PANG KEE PHILIP  
LEE SOO HIANG MADELEINE  
LEE WEE JEAN  
LEE WEI MUN EDMUND  
LEE WOON OI TERESA  
LEE YIH CHYI  
LEE YING  
LEE YIP MUI CECILIA  
LEE YOUNG WEE  
LEET WOON FAI  
LEK SOO CHENG FLORENCE  
LEK SOON TOW BONAVENTURE  
LENG ERN JEE TEMPLE  
LEO SHIPPING AGENCIES PTE LTD  
LEONG KENG THAI  
LEONG SAY HAUR  
LEONG SIEW LOONG  
LIEM DJAY IEN  
LIEW LIP WAN  
LIEW SALLY  
LIM BIOW CHUAN  
LIM BOON HENG  
LIM EWE CHENG FRANCIS/MARIA CHEW  
LIM FUNG MING KEVIN  
LIM HUA LING  
LIM JIT POH  
LIM KAH CHOO  
LIM KHENG HOCK THOMAS  
LIM KHIA TECK  
LIM KOON YONG  
LIM KWONG YOONG DOMINIC  
LIM LEONG THIAN  
LIM LIE CHING  
LIM MING-HUI ANDREW

LIM SOO NGO  
 LIM SOON BENG  
 LIM TECK HUAT MICHAEL  
 LIM YAN PHENG  
 LIONAL TSENG  
 LIOU YANG MING IGNATIUS  
 LOH CHIN LEONG DAVID  
 LOH ELIZABETH  
 LOKE YUE CHONG  
 LOKE YUEN KIN RUBY  
 LOO SHEA FONG  
 LOOI CHEE FAI  
 LOW KOON HUAT VINCENT  
 LOW MENG HWA ANTHONY  
 LOW SIEW LIAN  
 LOW SOK LEE MONA  
 LUM YIN TUCK  
 LYE KAH CHEONG  
 MAGNIFICENT SEVEN CORPORATION PTE LTD  
 MAH PENG SIONG  
 MALIFAX TECHNOLOGIES (S) PTE LTD  
 MANSOOR H HASSANBHAI  
 MAP PACIFIC PTE LTD  
 MAPLETREE INVESTMENTS PTE LTD  
 MARIA DECKER  
 MARINA MEALIN  
 MAURICE & NICOLE LAM  
 MAURICE DE VAZ  
 MAYBANK KIM ENG SECURITIES PTE LTD  
 MCCORMACK J M  
 MELLFORD PTE LTD  
 METRO HOLDINGS LIMITED  
 MICHAEL J COLEMAN  
 MONICA WOO PTE LTD  
 MR & MRS JOHN TAN  
 MURUGASU CHRISTOPHER  
 NAH KWANG MING GERARD  
 NAI LEE KHENG  
 NEO KIM SEAH  
 NEO PETER  
 NEW TOYO ALUMINIUM PAPER PRODUCT CO (PTE) LTD  
 NEWQUEST (TRADING) PTE LTD  
 NG CHEE TIONG  
 NG CHEE WENG  
 NG CHOON BU GABRIEL  
 NG CHUIN TING  
 NG GEK HONG  
 NG HENG PENG JOHN  
 NG HOONG FATT MICHAEL  
 NG MEI LENG  
 NG POH LIN  
 NG POH MING DAMIEN  
 NG SAY CHUAN  
 NG SING HOCK VICTOR  
 NG SIOK GIOK  
 NG TECK HENG RAYMUND  
 NG WEE YEOW  
 NTUC FAIRPRICE FOUNDATION  
 OEI ARLENE  
 ONG CHIN TEONG  
 ONG KAH CHYE  
 ONG KIEM KIOK  
 ONG MONG SIANG  
 ONG SOK LIN  
 ONG YONG YAU  
 OOI CHOO LIAN  
 OOI SIEW POH  
 OSCAR OLIVEIRO  
 OW ALAN  
 OXLEY HOLDINGS PTE LTD  
 P JAMES  
 PACIFIC CARRIERS LIMITED  
 PATRICK HERNON TRUST FUND  
 PEK TIONG KHUAN  
 PHANG HUI LING  
 PHANG TAI TIM HENRY  
 PHOON SOW CHEE DORIS  
 POH GEOK KIW  
 POLY-LINE PTE LTD  
 PONG CHIN YEE  
 POON HIN KONG  
 PRESIDENT'S CHALLENGE 2012  
 PRIMA LIMITED  
 PSC FREYSSINET (S) PTE LTD  
 PUDJIONO DJOJONEGORO  
 QUEK CHENG CHYE RONNIE  
 QUEK SIM PIN  
 QUEK SIO CHUA ROBERT  
 RAJA SEGARAN ARUMUGAM  
 RCIA NOVENA CHURCH  
 RICHARDS DENISE NICOLE  
 ROBERT JAMES CRAIU  
 ROSELLE MONT-CLAIR FURNISHING PTE LTD  
 ROTARY CLUB OF CHANGI  
 ROTARY CLUB OF SINGAPORE  
 ROYAL BANK OF SCOTLAND  
 SARANPAL SINGH KHAIRA  
 SCULLY MOIRA MARGARET  
 SCULLY PATRICK FAIRLEY  
 SEAH SEOW KEE SIMON  
 SEAH WONG CHI  
 SEE SUET LIN  
 SEOW MENG KWANG  
 SERANGOON CATHOLIC CHURCH,  
 ST JOSEPH DYING AID ASSOCIATION  
 SIAH GEK QUEE  
 SIEW SOON MON RANDY  
 SIM CHWEE KIN  
 SIM JUAT QUEE MICHAEL  
 SIM KIM CHUI  
 SIM YONG TENG  
 SIN WAI CHU  
 SIONG SIEW OON  
 SIOW KON SANG NEE LILY SEET  
 SOH KHEE SOON  
 SOH KIAT SING ANDREW  
 SOH KIM CHUA  
 SOH ONN CHENG MARGARET JANE  
 SOONG WEI SAN  
 SPECIALIST EYECARE CENTRE  
 ST. ANDREWS MILITARY COMMUNITY CHAPEL  
 SVDP - CONF OF ST. BERNADETTE  
 SVDP - CONF OF ST. LOUISE DE MARILLAC  
 SVDP CONF. OF OUR LADY STAR OF THE SEA  
 SVDP CONFERENCE OF THE IMMACULATE HEART OF MARY  
 SVDP ST. IGNATIUS CONF  
 TAN AIK HONG THOMAS  
 TAN BEE GEOK  
 TAN BEE LENG  
 TAN BENG HWEE  
 TAN CHAI YEN  
 TAN ENG HOE  
 TAN GUEK MENG TERESA  
 TAN H K HOWARD  
 TAN HIAN YONG  
 TAN KAI SENG

TAN KAY YEONG  
TAN KIAT KHOON  
TAN LEONG SENG  
TAN LYE HENG PAUL  
TAN P L PHYLLIS  
TAN PENG JUOI  
TAN PENG KUAN  
TAN POH SUAN  
TAN SHEE CHIN  
TAN SIANG KIM  
TAN SOK HONG  
TAN TEE HOW  
TAN THIAM CHUA ANDREW  
TAN THONG KWAN BENJAMIN  
TAN WAN CHYE  
TAN WHY KUANG  
TAN YAP PHANG STEVEN  
TAN YEW KIAT  
TANG AH LAN MICHELLE  
TANG KIM SIONG  
TANG TAI TONG  
TANG WEE YONG  
TAPAN KUMAR RAO  
TAY BUAN HUAT PETER  
TAY C P  
TAY CHIN SOON ALBERT  
TAY GUAT KUAN MICHELLE  
TAY YONG KWANG  
TEH BAN SENG  
TEO CHAI YEE  
TEO DANIEL  
TEO HEE LIAN  
TEO HUP EE VINCENT  
TEO MIANG YEOW  
TEO SIEW GEOK CATHERINE  
TEO TEOW HOCK DANIEL  
TER KIM CHEU  
THAM KUM FOOK  
THAM WOON YOKE BETTY  
THE COMMUNITY FOUNDATION OF SINGAPORE  
THE ESTATE OF TING TONG EE  
THIO SHEN YI  
THONG TECK SIAN TONG LIAN SIN SIA  
TIE EDMUND N S  
TAN THIAM CHUA ANDREW  
TAN THONG KWAN BENJAMIN  
TAN WAN CHYE  
TAN WHY KUANG  
TAN YAP PHANG STEVEN  
TAN YEW KIAT  
TANG AH LAN MICHELLE  
TANG KIM SIONG  
TANG TAI TONG  
TANG WEE YONG  
TAPAN KUMAR RAO  
TAY BUAN HUAT PETER  
TAY C P  
TAY CHIN SOON ALBERT  
TAY GUAT KUAN MICHELLE  
TAY YONG KWANG  
TEH BAN SENG  
TEO CHAI YEE  
TEO DANIEL  
TEO HEE LIAN  
TEO HUP EE VINCENT  
TEO MIANG YEOW  
TEO SIEW GEOK CATHERINE  
TEO TEOW HOCK DANIEL  
TER KIM CHEU  
THAM KUM FOOK  
THAM WOON YOKE BETTY  
THE COMMUNITY FOUNDATION OF SINGAPORE  
THE ESTATE OF TING TONG EE  
THIO SHEN YI  
THONG TECK SIAN TONG LIAN SIN SIA  
TIE EDMUND N S  
TAN THIAM CHUA ANDREW  
TAN THONG KWAN BENJAMIN  
TAN WAN CHYE  
TAN WHY KUANG  
TAN YAP PHANG STEVEN  
TAN YEW KIAT  
TANG AH LAN MICHELLE  
TANG KIM SIONG  
TANG TAI TONG  
TANG WEE YONG  
TAPAN KUMAR RAO  
TAY BUAN HUAT PETER  
TAY C P  
TAY CHIN SOON ALBERT  
TAY GUAT KUAN MICHELLE  
TAY YONG KWANG  
TEH BAN SENG  
TEO CHAI YEE  
TEO DANIEL  
TEO HEE LIAN  
TEO HUP EE VINCENT  
TEO MIANG YEOW  
TEO SIEW GEOK CATHERINE  
TEO TEOW HOCK DANIEL  
TER KIM CHEU  
THAM KUM FOOK  
THAM WOON YOKE BETTY  
THE COMMUNITY FOUNDATION OF SINGAPORE  
THE ESTATE OF TING TONG EE  
THIO SHEN YI  
THONG TECK SIAN TONG LIAN SIN SIA  
TIE EDMUND N S  
TING LIN TZE MARY  
TING MUI CHING  
TOKIO MARINE INSURANCE SINGAPORE  
TONG KIAN INTERNATIONAL PTE LTD  
TONG WOOL CHEEN  
TOW SIANG CHOW JAMES  
TRU-DELIGHTS PTE LTD  
TRUSTEES OF ISAAC MANASSEH MEYER TRUST FUND  
TSENG JAMES  
TSENG JOVINA  
UNITED CAOUTCHOUC TRADING CO PTE LTD  
VOO LI YIN JEANNE MARIE  
WALTON INTERNATIONAL GROUP (S) PTE LTD  
WAN FOOK WENG  
WANG CHWOW WAH  
WILLI HESS  
WILLIE CHENG  
WONG HENG FAI  
WONG HONNG HONNG JOSEPHINE  
WONG KA LUN  
WONG KHEN JEE  
WONG KWAI WAH  
WONG LIAN CHOO MARY JANE  
WONG MEOW FONG  
WONG POR LUK PAUL  
WONG SIEW PING KAREN  
WONG YUN HEY  
WOO MEI LIN JACQUELINE  
WOO SOO MEI  
WOON TAI WEE  
YAHYA ABDULHUSSAIN LUKMANJI SAIF CHARITY TRUST  
YAM KENG KEON  
YAM TEO NYIM FIONA  
YAP GUAT ENG  
YAP WEE SEE  
YENG CZE YEE  
YEO HENRY  
YEO KENG TIONG  
YEO KIAN TONG  
YEO KWEE SOON  
YEO SEE KIAT  
YEO SOO MOOK  
YEUNG SHUN YUN  
YIP CHUN HONG KEVIN  
YUEN CHAY WENG DAVID  
ZAI SHOOK TEH



