

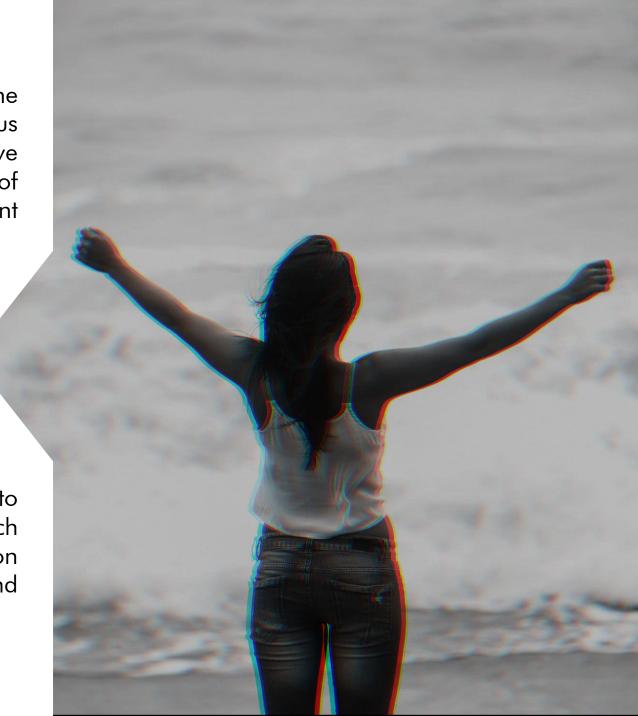
2022 Annual Report



2022 was an exciting year for us at Limitless, and also one of great upheaval and change. The world around us moved from pandemic to endemic, and while the positive aftereffects could clearly be seen in the mental health of young people, the negative aftereffects were clearly evident as well.

The year was also one where we grew in number to better support the youths that were reaching out, fostered strategic partnerships with agencies, grant makers, and government bodies, and strengthened existing relationships with those whom we already had strong ties with.

Through it all, we are grateful, to be able to continue to serve every young person who built the courage to reach out for help, train every peer who'd set their heart on helping those around them, and go above and beyond one life at a time.





OUR **VISION**

To build **hope** in the hopeless. Find **worth** in the worthless. Help youths live **destiny** conscious.

OUR MISSION

To end powerlessness in youths, brought about by mental illness, poverty, and social exclusion in order to empower them, regardless of background, circumstance, or history to fulfil their God-given potential.

OUR WORK

Limitless primarily does one-to-one interventive work with youth (age 12–25) who struggle with their mental health.

This is done through our **helpline** and **counselling & casework programmes** where our counsellors and social workers work to support youths who may be struggling with issues such as depression, anxiety disorders, or suicidality.

Limitless is also involved in **outreach** and **public education**, and runs **mental health programmes** for youths, educators, parents, and helping professionals.

EXECUTIVE DIRECTOR'S MESSAGE

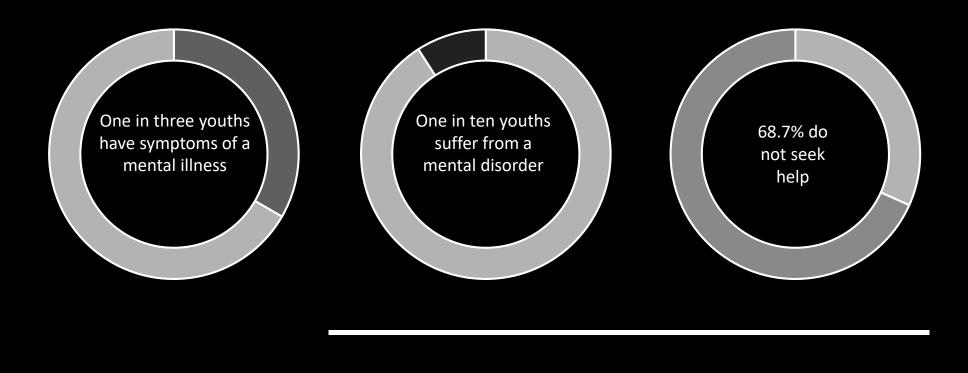
Asher Low,

Executive Director

My team and I went into 2022 expecting it to be challenging. The year before had been a landmark one, with record numbers, impact, and outreach. And we expected the same for 2022; we were not disappointed. While life began to slowly return to normal post - COVID-19, we experienced first hand the aftermath that the pandemic had left in it's wake. The rise in trauma cases, our cases with suicidal risk doubling to **40%**. We saw days where caseworkers had to accompany multiple clients to IMH, days where crises happened on all platforms including SAFEHOUSE, the many instances where my colleagues had to sit with young people on rooftops till the wee hours of the morning to help deescalate their suicidal thoughts. Navigate the challenges and even vicarious trauma that came with dealing with victims of sexual assault or abuse.

Once again, I'm proud of and thankful that I get to serve with such dedicated individuals – social workers, counsellors, social work associates, peer support specialists, interns, and volunteers; everyone who dedicated the year to helping these youths find hope, worth, and destiny. Often making many personal sacrifices along the way. Truly, they took our mantra and made it their own - that "One life lost, is one too many". And through their efforts, we had the privilege to see many young people that we serve experience recovery, build relationships, find work, go back to school again, and take their lives back from their mental illness. They are my heroes.

In 2022, we also dedicated ourselves to train as many young people as possible to provide support to those around them. I believe this will have to be part of the solution moving for ward. One of many creative approaches that we will need to take in response to the growing mental health concerns amongst youths. And we will keep paving the way forward – doing all we can to contribute to an ecosystem where one day, every young person will get free and easy access to the support and treatment that they need! Not an easy journey, but it'll be worth it!



Up to YEARS

the amount of time between experiencing symptoms and getting help

we exist to change that

^{1.} Youth Epidemiology and Resilience Study (YEAR), NUS

^{2.} Singapore Mental Health Study, IMH

^{3.} Pang S, Liu J, Mahesh M, Chua BY, Shahwan S, Lee SP, Vaingankar JA, Abdin E, Fung DSS, Chong SA, Subramaniam M. Stigma among Singaporean youth: a cross-sectional study on adolescent attitudes towards serious mental illness and social tolerance in a multiethnic population. BMJ Open. 2017 Oct 16;7(10):e016432

OUR PROGRAMS

HELPLINE, CASEWORK, & COUNSELING

The Helpline and Counselling & Casework programs make up the bulk of what we do, clients are either referred to us by other agencies, such as schools, hospitals, or other VWOs, or approach us directly for help via www.limitless.sg/talk.

The majority of the clients that we supported in 2022 reached out to us on their own via self referrals.





HELPLINE, CASEWORK, & COUNSELING

- Our **Helpline**, unlike traditional helplines functions as a "mini counselling" relationship between our helpline clinicians and the client for up to 3 weeks. During which, the client is provided with empathetic support via WhatsApp, text, phone, or video call. Our staff also conduct assessments and triage if there is a need to escalate helpline cases to C&C, other agencies, or emergency services.
- The bulk of the **C&C** experience happens in counselling, where our counsellors and social workers engage the client through talk-therapy. These sessions are done either online, at our centre, or wherever clients feel comfortable; often at cafes or in tertiary institutions. This year, we saw a stark increase in clients with complex issues, particularly issues involving suicidal ideation and trauma related concerns.

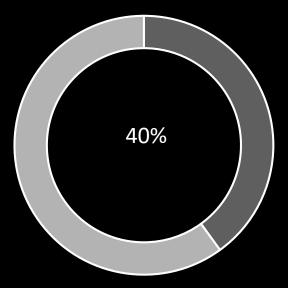
HELPLINE, CASEWORK, & COUNSELING

We believe in taking the "pain" out of getting help, and understand that it often takes a lot our of a young person to reach out.

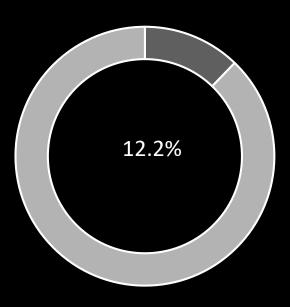
As such, our counsellors and social workers are trained to handle casework and therapy. Providing an often "one stop" service for youths who may need extensive support. This may mean accompanying clients to the hospital, to lodge police reports, or engaging in interagency meetings with schools, other mental health professionals, protective services, or other community based VWOs. As of 2022, the majority of our counsellors and social workers have been trained in both the Collaborative Approach to Managing Suicide (CAMS), as well as trauma focused therapeutic interventions.

In 2022, we supported **1148 clients**. 40% of whom had suicide risk, and 140 of whom were struggling with trauma related issues such as PTSD.

Cases with suicide risk



Cases with trauma



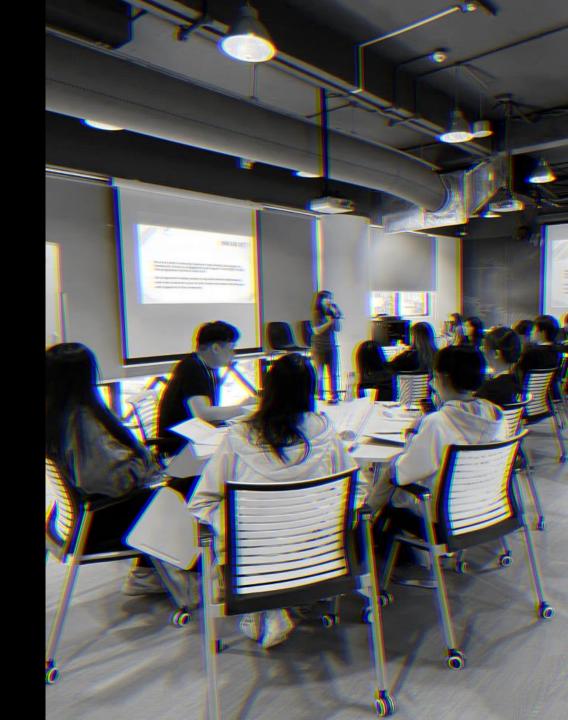
OUR PROGRAMS

OUTREACH & EDUCATION

Outreach at Limitless is helmed by our in house CREST-Y team, appointed to the Northeast region by AIC. This team comprises five Allied Health Professionals (Counsellors and Social Workers), as well as a Social Work Associate and a Peer Support Specialist.

Their role - to educate youths, parents, educators, and other helping professionals about youth mental health.

In 2022, they focused on getting more youths to seek help, as well as empowering peer supporters in secondary schools, institutes of higher learning, and in the various youth communities in Singapore.





OUTREACH & EDUCATION

In 2022, we reached **15552** youths, parents, educators, and helping professionals through our outreach efforts. Particularly through our partnerships with schools, community partners, other SSAs, and HPB.

This included:

- 90 Workshops
- 10 Booths
- 7 Dialogues
- 21 Talks, and
- 5 Online Forums & Webinars



OUR PROGRAMS

GROUPWORK

Groupwork at Limitless serves to support the recovery process. Youths in the programs build confidence, resilience, and a community of support that lasts beyond the program.

We partnered with the Chiam See Tong Foundation and Legacy Dance Co. to run two groupwork programs in 2022, a bouldering program called "Up We Go" as well as a dance program called "The Legacy Experience". The latter was supported by the WeCare Arts Fund and ran for 25 sessions.





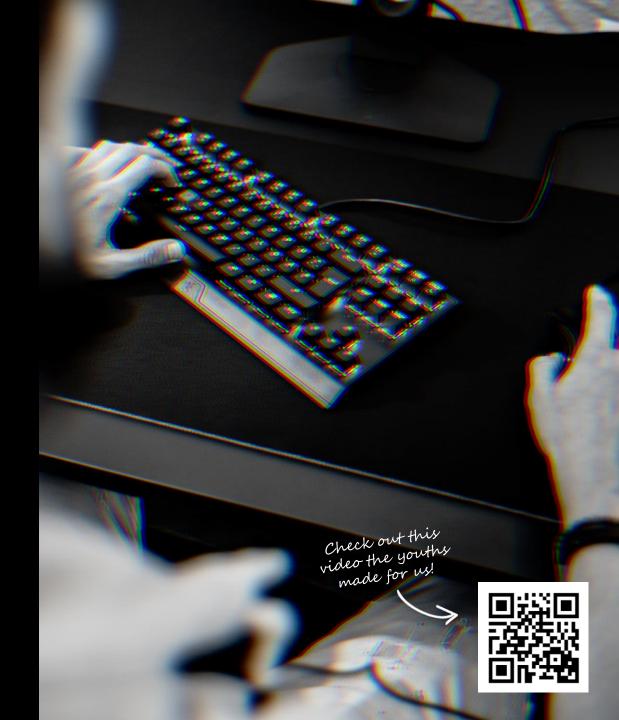
OUR PROGRAMS

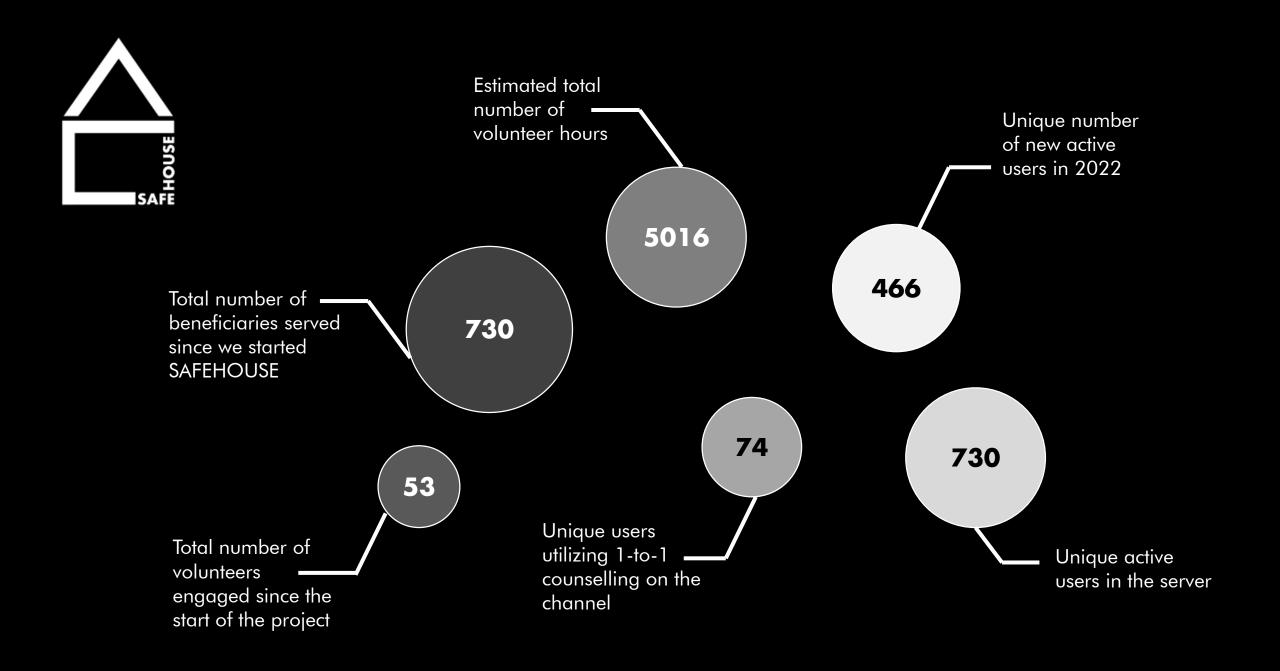
SAFEHOUSE

SAFEHOUSE was launched in 2021 with the support of The Majurity Trust. We aimed to build a safe online space where youths could get help anonymously, get easy access to mental health professionals, and get connected to a community of other youths whom they can lean on for support.

The channel has since grown into a robust community, where youths have built real friendships, support each other, and even walk through crises together. In the past year, the volunteers and staff also continue to support youths through their ups and downs.

Through SAFEHOUSE, we have helped young people get professional treatment, improved their quality of life, and prevented youths from taking their lives.





OUR **PARTNERS**

FUNDERS & DONORS

Government Bodies

- Agency for Integrated Care [CREST-Y]
- National Youth Council [NYF]
- Tote Board [EFR & SGC]
- National Council of Social Service [PSS & CCPSW]
- Health Promotion Board [TBCHF]

Foundations & Trusts

- The Majurity Trust [Bluestar Fund, Trampoline Fund, & MMG]
- The Community Foundation Singapore [Sayang Sayang Fund]
- Tan Chin Tuan Foundation
- The Chiam See Tong Foundation

Thank you for sponsoring dreams and helping us further support our work with young people. Every life we made a difference to this year, you made a difference to through us.

Funders & Donors

- Pepper Global
- Maybank
- Dulwich College's Friends of Dulwich
- Ms Elaine Lek & Mr Koh Say Kiong

OUR **PARTNERS**

SPECIAL PARTNERS

Our partners who went above and beyond what we could expect a community partner to do. You connected us, ran projects with us, supported our work, built our capacity, and worked hand in hand to support our clients with us. Thank you for doing this with us, and we look forward to working with you for many years to come!

- The Agency for Integrated Care
- o HPB
- MCCY
- NCSS
- South East CDC
- North East CDC
- SportSG
- o NVPC
- O NYC
- *SCAPE

- The Majurity Trust
- Tan Chin Tuan Foundation
- talentTrust
- o GLG
- Google
- o Bytedance
- Impossible Marketing
- AbsolutePR
- Socium Consultancy
- Samaritans of Singapore
- Boys Town Singapore
- CampusPSY
- o Calm Collective
- Private Space Medical
- Crew for Good

- Institute of Mental Health (IMH)
- Sengkang General Hospital
- KK Women's & Childrens Hospital
- Changi General Hospital
- Dulwich College & Friends of Dulwich
- Fairfield Methodist Secondary School
- Serangoon Secondary School
- Ngee Ann Polytechnic
- SMU
- SUSS
- o NTU
- NTUC nEbO

OUR 2022 BOARD



Mr. Asher Low Executive Director - Limitless

The Founder and current ED of Limitless. A social worker with extensive youth work and clinical experience, Asher has been on the board and has served as the ED since 18.5.2017, and serves by bringing vision, operational leadership, and clinical direction to the organisation.

He also currently serves as a steering committee member with the SG Mental Well-Being Network



Dr. Ling Zhengjye
Doctor - NUH

Zhengjye was brought on board because of his medical experience and his experience working with youths, having volunteered with youths for more than 15 years. He has been practicing medicine since 2008, and currently serves on the clinical team for his local church, and advises the clergy when they have issues with youth mental health cases. He was appointed to the Limitless' Board on 27.7.2020, and was voted in as Chairperson on 15.7.2021.



Dr. Darren Chua
Author, Speaker, Lecturer – Mindset
Transformation Clinic

Darren is a trained medical doctor who advocates about disability and mental wellness, works with schools through his businesses, and has authored several books. He currently runs two businesses, Mindset Transformation Clinic and Potters Clay Education. Darren also sits on the YMCA Board of Directors, and also previously sat on the TTADS board. He was appointed to the Limitless' Board on 28.7.2020, and as Secretary on 22.1.2022.

OUR 2022 BOARD



Ms. Ung Lee Khoon, Joelle
Managing Director – Nature Treasure
Channels Pte Ltd

Joelle brings with her a wealth of business and business development experience. With more than nine years of experience as a Managing Director with Nature Treasure Channels Pte Ltd. She was appointed to the Limitless' Board on 27.7.2020, and as Treasurer on 22.1.2022.



Mr. Benjamin Lim
Strategic Advisor – Beyond The Vines, &
High Achievers Training Consultancy

Benjamin joined the board with a wealth of knowledge and experience. Currently a business consultant to multiple successful business and charities, Benjamin has had many years of experience running businesses in the youth and education sectors, as well as the General Manager of a large charity. He joined the board on 30.8.2021



Ms. Deborah Seah Art Director & Tattooist – Wildmoon Studios

Deborah brings with her many years of creative experience, having been in the creative field for more than 10 years as a creative director, graphic artist, tattooist, and business owner. She has sat on Limitless' Board since 18.5.2017.

^{*} Deborah stepped down from serving with Limitless in Nov 2022

Unique Registration Number (UEN)

201713769M

Registered Address

176 Orchard Rd, #05-05, Singapore 238843

Auditor

CORPWERK PAC 60 Paya Lebar Road #04-21 Paya Lebar Square Singapore 409051

Partner in-charge: Chau Mau Yeap

Banker

DBS Bank Limited

Maybank Singapore Limited

Limitless was registered as a Company Limited By Guarantee on the 18th of May 2017, and was registered under the Charities Act on the 22nd of August 2017. It was accorded IPC Status from 18th May 2022 to 17th May 2023.

It is governed by a Constitution outlining key provisions regarding its administration, and is led by a Board of Directors who are elected and appointed by members. The Board is headed by the Chairman and consists of Board Directors who bring with them varied experiences and strengths. All are non-executives except for the Executive Director who was appointed on the 18th of May 2017. The Board believes that the present Board size and composition is appropriate for the Agency's needs in the foreseeable future.

The authorities, duties, and responsibilities of the Board are guided by Limitless' Constitution and Schedule of Policies. Limitless' training and induction policies for new Directors include an onboarding briefing by the incumbent Executive Director on the Agency's vision, mission, and direction, as well as issuance of a Board Orientation Kit.

During the 2022 Financial Year, the board met eight times to exercise governance over Limitless' strategic plans, progress and activities throughout the year.

Transparency & Conflict of Interest

Limitless' Governance Evaluation Checklist, as well as a yearly summary of its financial information can be found on the Charity Portal, and accessed by members of the public. In addition to disclosing whether it has complied with each requirement under the checklist, the Agency has further elaborated on how it has complied.

Guided by the Agency's COI policy, All Directors and staff are required to declare any personal interests that may affect the Agency's integrity, fairness and accountability. When a situation arises where there is a conflict of interest, the Director or staff abstains from participating in the discussion and decision making on the matter. This, as well as the Constitution can be found at www.limitless.sg/governance.

Whistle Blowing

To ensure that Limitless, it's Directors, staff, and volunteers conduct themselves appropriately and in the best interests of its beneficiaries, all existing and previous Directors and staff are encouraged to whistle blow about any possible corporate or employee misconduct in good faith without fear of punishment or unfair treatment. All reports may be directed to the Board, the Executive Director, the Commissioner of Charities, and the Agency's Auditor.

Policies Adopted

Limitless adopted a new Communications Policy in 2022

Ethics and Confidentiality

The Agency adheres to confidentiality guidelines established by the Australian Association of Social Work (AASW) under its Codes of Ethics when interacting with all individuals engaged as clients, beneficiaries, program participants, and through the Limitless helpline. When said guidelines are unavailable or are assessed to be harmful to its clients, the charity will adhere to the Ethical Principles Screen to make an ethically appropriate decision.

Renumeration

All members of the Board are volunteers and do not receive any form of renumeration. The Executive Director's Board duties are voluntarily and he is not remunerated for his Board services. His renumeration being purely for his work as a member of staff. To avoid conflict of interest, the pay scale for all staff aside from the Executive Director is decided by the Board in accordance to the NCSS Salary Guidelines.

Finances

Budgeting and financial decisions are jointly made by the Board in accordance to the Finance Policy, and monthly financial reports are circulated to the Chairperson, and Executive Director to monitor the actual spending against budget. Quarterly budget reviews are also conducted and reported during the regular board meetings as well. According to Agency policy, three quotations are required for any procurement of goods and services above \$\$500, and procurement and payment for non-operational expenses are done in consultation with the Board.

Fundraising

As much as possible, the Agency limits it's collection of public donations online, such as through giving.sg, give.asia, as well as its corporate websites. All physical donations such as donation boxes and cans are accounted for with two signees and promptly deposited as soon as possible upon collection.

All use of third party fundraisers are approved only by the Board, and in FY 2022, Limitless enlisted the services of Vision Fundraising Advisory Pte. Ltd as a third party fundraiser.

Reserves Policy

Limitless seeks to maintain a reserve of between 6 to 12 months of operating costs. This is to ensure continuity of services, and to allow the Agency lead time to respond and take necessary measures should anything happen to threaten it's income stream. The amount of reserves are reviewed twice a year by the Board of Directors to ensure that they are adequate to fulfil our continuing obligations.

More information can be found about the Agency's reserves policy on pg.33 of our 2022 Audited Financial Statement.

Funds in Deficit

The charity's restricted funds that were granted/donated for the purpose of supporting our Helpline, Casework & Counselling, and SAFEHOUSE programs were noted to be in deficit. Due to overwhelming need for said services during the course of the year, expenditure exceeded the amount of funds earmarked.

Any services with accumulated funds in deficit will be funded where required through reserves maintained as unrestricted funds. This will be reflected in the next year's financial statement.

Board Meetings and Attendance

	10 Jan 2022	1 Mar 2022	30 Jun 2022	31 Jul 2022	6 Sep 2022	11 Oct 2022	1 Nov 2022	7 Dec 2022
Ling Zhengjye	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Asher Low	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Darren Chua	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Joelle Ung	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Deborah Seah*	Yes	Yes	Yes	No	No	No	-	-
Benjamin Lim	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes

^{*}Resigned during the financial year

Disclosures

Staffing & Renumeration for FY2022	
Number of staff earning more than \$100,000	0
Number of staff earning more than \$50,000	4
Number of staff who are close family to the Executive Head or Board of Directors	0

Governance Evaluation Checklist

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
	Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.			
4	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity. All governing board members must submit themselves for re-nomination and re-appointment, at least once every	1.1.7	Complied	
5	3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13		NA
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
	Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. Governing board members do not vote or participate in decision making on matters where they have a conflict of	2.1	Complied	
10	interest.	2.4	Complied	
	Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	

Governance Evaluation Checklist

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
	Human Resource and Volunteer ² Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? (skip item 15 if "No")	5.5	Complied Yes	
15	There are volunteer management policies in place for volunteers.		Complied	
	Financial Management and Internal Controls			
	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance			
16	provided by the charity which are not part of the charity's core charitable programmes. The Board ensures that internal controls for financial matters in key areas are in place with documented	6.1.1	Complied	
17	procedures. The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are	6.1.2	Complied	
18	regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		No	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	However, no investments were made in 2022
	Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity	. 7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		NA

Governance Evaluation Checklist

S/N	Code guideline	Code ID	Response
	Disclosure and Transparency		
	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and		
24	(b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
25	No governing board member is involved in setting his own remuneration. The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u>	2.2	
26	The charity discloses that no governing board member is remunerated.	8.3	
	Does the charity employ paid staff?		Yes
27	No staff is involved in setting his own remuneration. The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and	2.2	Complied
	(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.		
28	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied

Explanation (if Code guideline is not complied with)

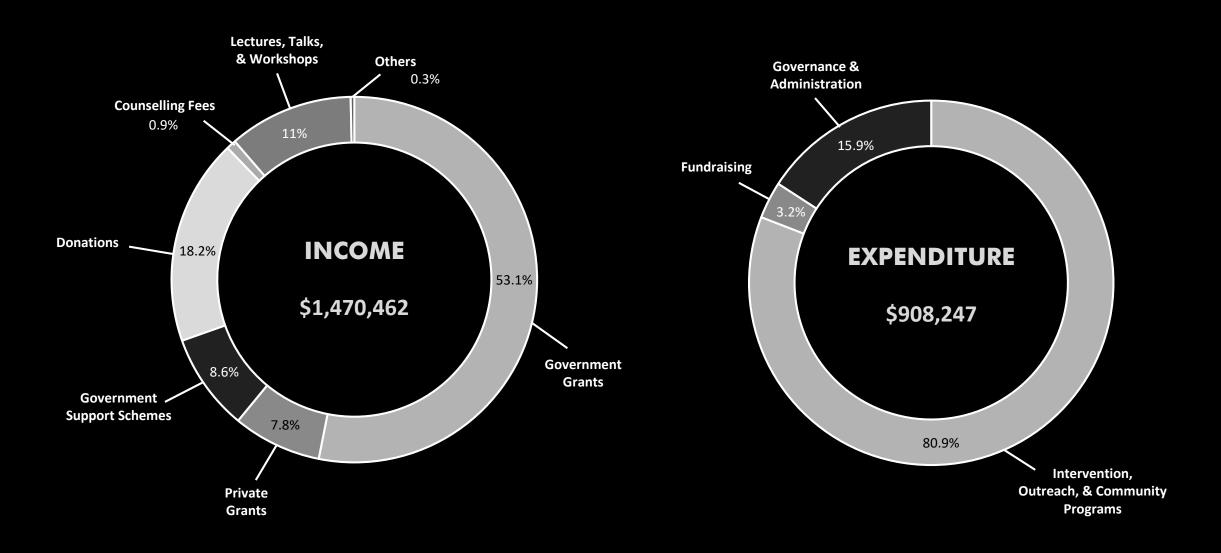
No governing board member is renumerated for his/her services to the board. The Executive Director is renumerated for his staff appointment, not his board service.

None of the staff of the charity receives more than \$100,000 in annual renumeration.

Governance Evaluation Checklist

S/N	Code guideline	Code ID	Response	(if Code guideline is not complied with)
	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity;			
	(b) the staff has received remuneration exceeding \$50,000 during the financial year.			
29	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	Paid Staff receiving renumeration exceeding \$50,000 in the financial year: 4
	Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

FINANCIAL PERFORMANCE



FINANCIAL REPORT

Our audited financial report for 2022 can be found in the link to the right

No major financial transactions were made during the year



www.limitless.sg/governance

SPONSOR DREAMS

Every dollar you give will help us continue to end powerlessness in youths. By supporting youths who may not otherwise get access to mental health treatment, or by educating and training more youths, parents, caregivers, and educators on the topic of mental health. Your giving goes into lifesaving efforts, allowing us to intervene in crises and preserve lives. Thank you, for making that difference.

If you'd like to give by NETS, Credit or Debit Card:

If you'd like to give by PAYNOW:



Please visit www.give.asia/limitless



Alternatively, enter our UEN: 201713769M

Limitless (Ltd.) is an approved Institution of a Public Character (IPC) and a registered member of the National Council of Social Service (NCSS). We are registered under UEN no.: 201713769M. All donations are eligible for a tax-deduction of 2.5 times the donation value.

For any enquiries, please contact us at **connect@limitless.sg**

LIMITLESS

www.limitless.sg

- @we.are.limitless
- **f** Limitless Singapore
- @limitless.sg