



Your support makes a difference.

Come join us on this journey of empowering
and transforming the lives of our beneficiaries today.

Yellow Ribbon Fund Secretariat
Prisons HQ
980 Upper Changi Road North
Blk B, Level 2, Singapore 507708

For more information, please go to our website: www.yellowribbon.gov.sg

Transformative Change with Collective Effort

Yellow Ribbon Fund Annual Report 2019



Transformative Change with Collective Effort

All of us play a part to effect transformative change.

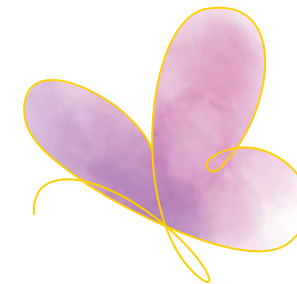
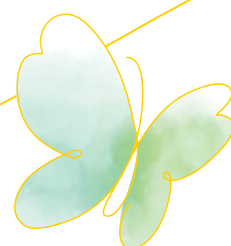
Beyond giving a chance for ex-offenders and inmates to rebuild their lives and that of their families, every contribution from the society has enhanced their abilities to reintegrate back to the society as contributing citizens. In turn, our beneficiaries are empowered to give back and pay it forward to our community in their own time.

Yellow Ribbon Fund with its partners, donors and the community at large have come together **collectively, to make sustainable impact which help shapes a more compassionate and inclusive society.**

This year, we are proud to share more inspiring stories of how our beneficiaries are giving back and paying it forward to the society in their own ways.

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Over the past five years, with the sterling support from corporate partners and donors, YRF has raised over

>S\$14 million

and disbursed

S\$8 million

of funds to support

>20,000 beneficiaries

Chairman's Message

MRS WONG AI AI

Chairman

Yellow Ribbon Fund

We are interconnected and interdependent in this world. We exist together as a community and hence, rely on one another for support in many aspects of our lives. If an individual's effort is sufficient to create an impact, all of us in making concerted and collective effort in the same direction then have the potential to cause transformative changes for other persons, families, the society and even the world.

As the first national charitable fund dedicated to garner support for offender-related work, the Yellow Ribbon Fund (YRF) is about providing hope which can unveil new beginnings for our inmates, ex-offenders, and their families. Many a times the provision of second chances is all it takes, to enable our beneficiaries to rebuild and restart their lives all over again.

With your tangible support, many of these beneficiaries are able to leave the past behind and forge new paths. They have also seized the opportunities to pay it forward to the community and society, making a positive impact to the lives of other people around them.

It has been a privilege to have served as YRF Chairman for the past five years and this has been a purposeful and rewarding journey for me and my fellow Board and Subcommittees' members.

We are fortunate in our journey in that we are working alongside many inspiring mentors, volunteers and a growing community of supporters who have contributed towards the Yellow Ribbon cause for many years standing.

On this note, I would like to take this opportunity to express my heartfelt gratitude to past and present Board and Subcommittee members for their commitment and contributions, our donors and volunteers for believing in and supporting our cause. We hope you will continue to walk with us on this road to acceptance.

As I hand the baton over to Mr Edmund Cheng, who is assuming Chairman's role from 1 January 2020 onwards, I hope that you will continue to give him and his team your forthcoming support. Even though we have come this far, let us continue to be advocates and transform the community into one that is more compassionate and inclusive.



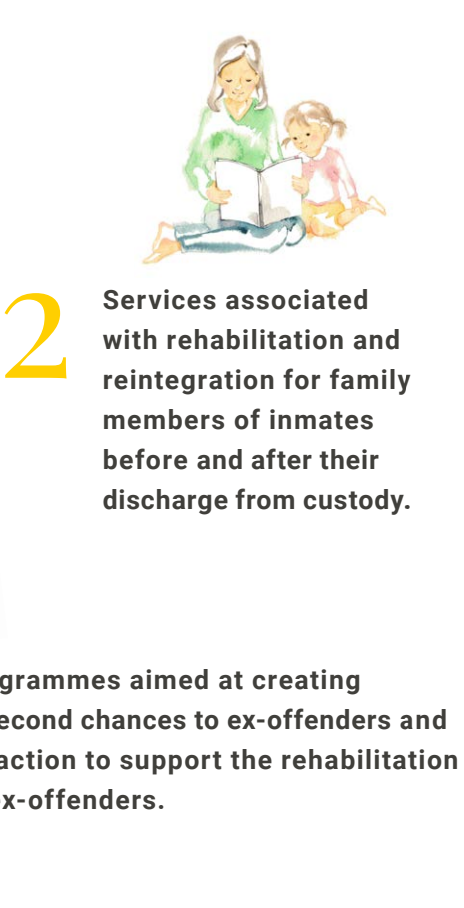
Corporate Profile

The Yellow Ribbon Fund (YRF)¹ is focused on enabling and equipping inmates and ex-offenders to reintegrate into society. Every year, about 9,000 ex-offenders are released from Singapore’s Prisons and Drug Rehabilitation Centre. However, upon their discharge, a considerable number of ex-offenders who wish to turn over a new leaf face uphill challenges.

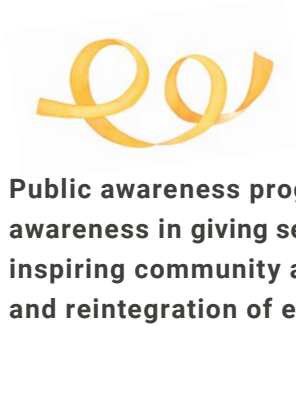
Established in June 2004, YRF administers funds for the development and implementation of rehabilitation programmes for inmates, reintegration programmes for ex-offenders, and family support programmes for their families. In essence, YRF provides financial support for:



1 **Rehabilitative and aftercare services to inmates before and after their discharge from custody.**



2 **Services associated with rehabilitation and reintegration for family members of inmates before and after their discharge from custody.**



3 **Public awareness programmes aimed at creating awareness in giving second chances to ex-offenders and inspiring community action to support the rehabilitation and reintegration of ex-offenders.**



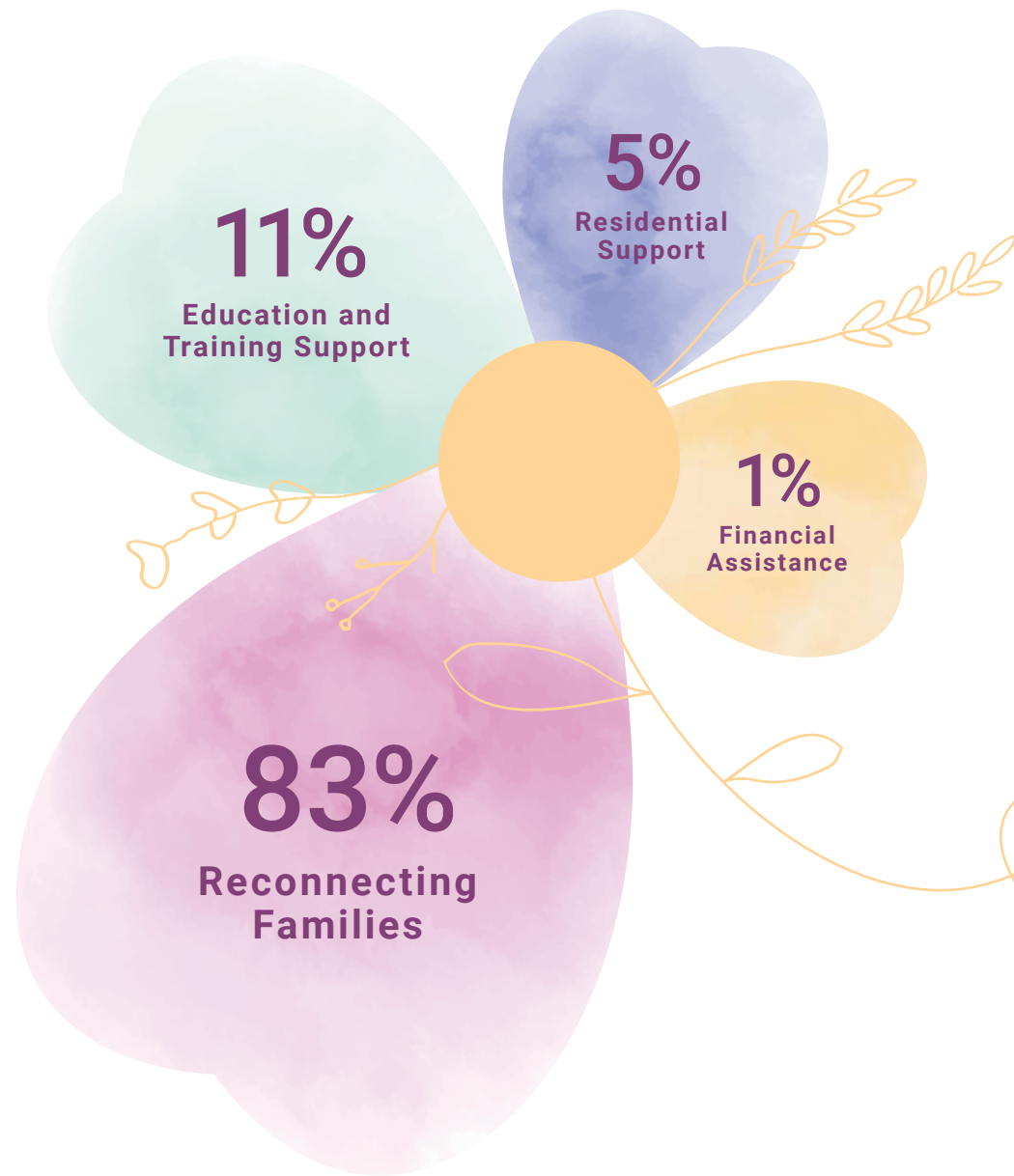
¹ YRF is registered under **SCORE**^{*}, the secretariat of the **CARE Network**^{*}, which brings key community and government agencies together to promote seamless in-care to aftercare support for ex-offenders. The Yellow Ribbon Fund has been granted Institute of Public Charter (IPC) status since August 2004 (Charity Registration Number (UEN): T04CC1808H).

^{*} Singapore Corporation of Rehabilitative Enterprises (SCORE) was established as a statutory board under the Ministry of Home Affairs on 1 April 1976. It seeks to enhance the employability of offenders and prepare them for their eventual reintegration into the national workforce by focusing on four main building blocks of training, work, employment assistance and community engagement. **SCORE has been rebranded to Yellow Ribbon Singapore (YRSG) on 1st May 2020.**

^{*}Community Action for the Rehabilitation of Ex-Offenders (CARE) Network.



Year in Numbers



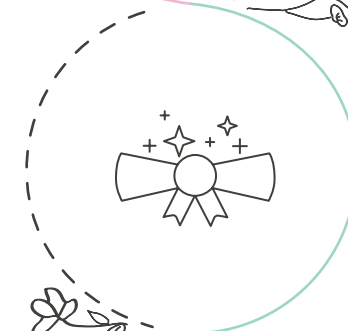
Reconnecting Families
S\$1,500,306

Beneficiaries
1052



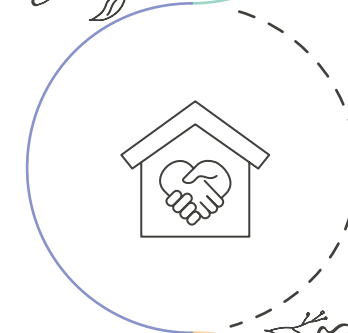
Education and Training Support
S\$198,927

Beneficiaries
36



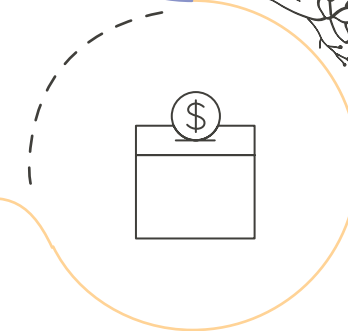
Residential Support
S\$81,420

Beneficiaries
43



Financial Assistance
S\$25,133

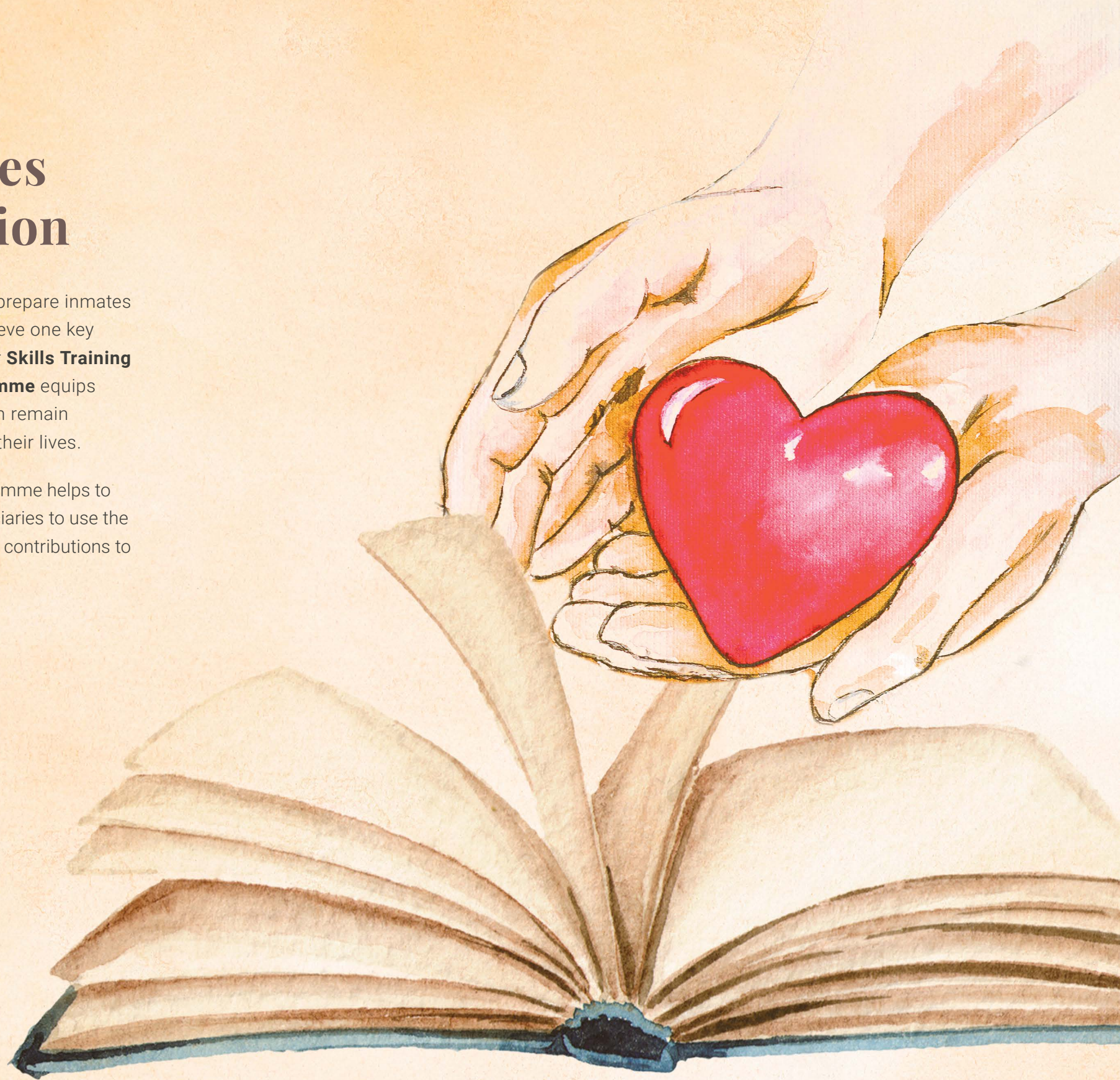
Beneficiaries
349



Empowering Lives Through Education

As part of Yellow Ribbon Fund's efforts to help prepare inmates for a new beginning in life upon release, we believe one key area is providing them access to education. Our **Skills Training Assistance to Restart (STAR) Bursary Programme** equips them with the skills and knowledge to help them remain relevant as they embark on the next chapter of their lives.

We see from the following stories, how the programme helps to open up unimaginable possibilities for our beneficiaries to use the knowledge and skills acquired to make significant contributions to the community in their own ways.





SKILLS TRAINING ASSISTANCE TO RESTART (STAR) BURSARY BENEFICIARY

MR RAYYAN YUSOF

Hailing from a single parent family, 42 years-old Rayyan always felt alone as his father had to work to support the family. Due to that, he hung out with negative peers who introduced him to vice activities such as drug consumption and rioting. He was subsequently incarcerated for a slew of offences-rioting, drug consumption and trafficking.

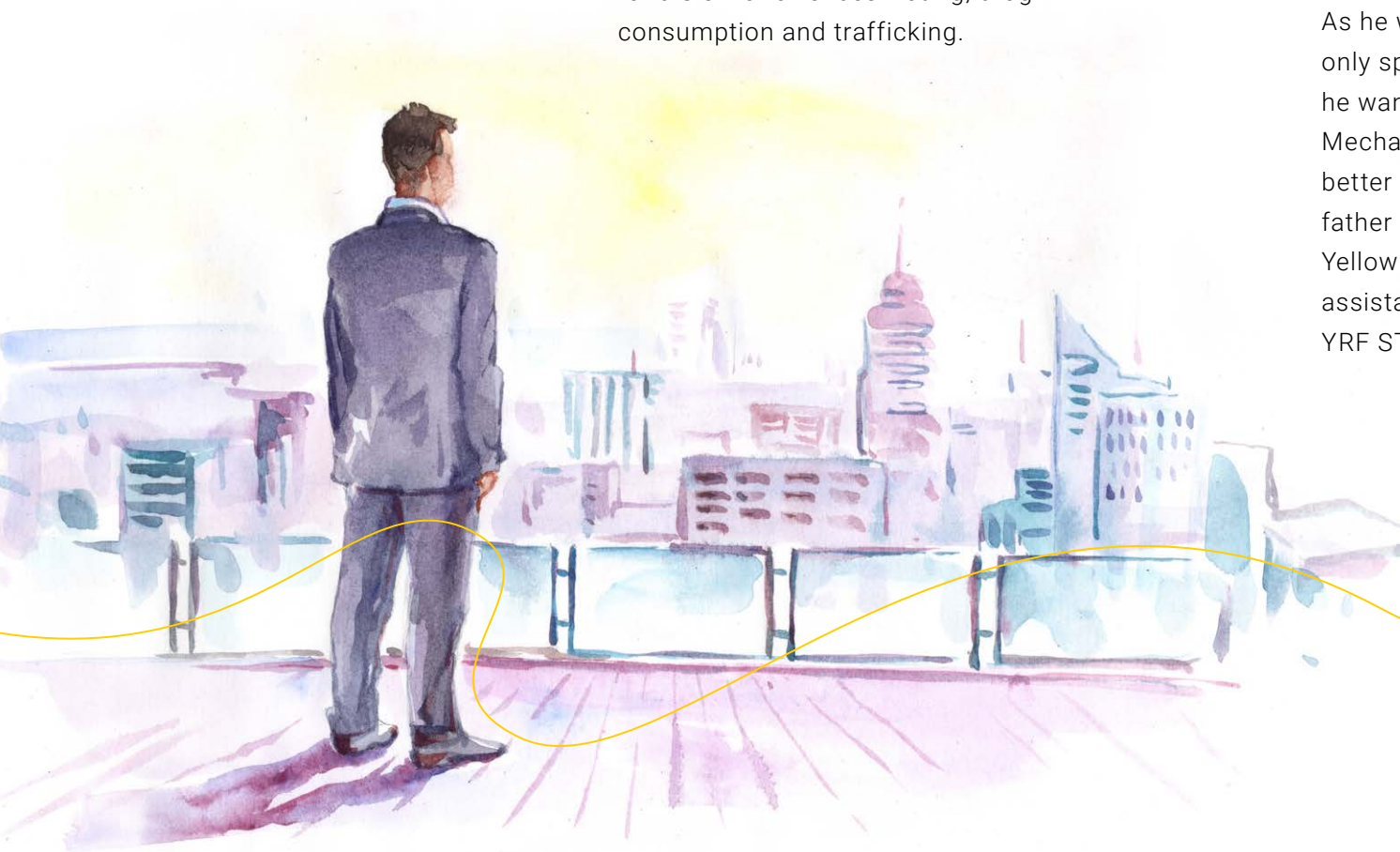
Rayyan contributes back to the community. In his free time, he volunteers with the grassroots under Yellow Ribbon Community Project.

What rattled Rayyan to his core was when he received news in Prisons that his father had suffered a stroke during his incarceration. This piece of news spurred him on and motivated him to **turn his life around for the better.**

As he was well-educated and had only sporadic working experience, he wanted to pursue a Diploma in Mechanical Engineering to obtain better employment to support his father and himself. He approached Yellow Ribbon Fund (YRF) for assistance and was awarded the YRF STAR Bursary.

Upon graduation, Rayyan was able to secure employment and made **significant progress** in his career. Within 2 years, he was promoted to supervisor.

Now, Rayyan **contributes back to the community.** In his free time, he volunteers with the grassroots under Yellow Ribbon Community Project (YRCP) and does house visits for families of inmates and directs them to the relevant organisations if they require assistance.





SKILLS TRAINING ASSISTANCE TO RESTART (STAR) BURSARY BENEFICIARY

MR ARNOLD TEO

Arnold's parents got divorced when he was 12 years old. The pressure that stemmed from the divorce and the anger harbored was too much to bear for a young Arnold. To relief himself from the anger, he joined a gang and started participating in vice activities which landed him in prison. When he was in prison, he found out that one of his friends was facing the gallows for causing grievous harm in gang fight.

That could have been easily him, he thought. He wanted to be better, he wanted to make something out of his time in prison, and ultimately in life. With this newfound grit, he was given the opportunity to complete his 'A' levels in prison school.

Upon release, he had wanted to enroll in Diploma in Business Management but expenditure for studying was a major hurdle for him and his mother.

His mother was taking on multiple jobs in a day, she worked as an office cleaner in the day and a dish washer at night. The combined salary drawn could not cover her son's course fees and was barely sufficient to cover their expenses. The financial burden was simply too much for Mdm Teo to bear.

Arnold approached Yellow Ribbon Fund for assistance and was awarded the STAR Bursary. The programme covered his course fees and provided living allowances which greatly assisted Arnold as he could focus on his completing his studies, instead of thinking about his day-to-day expenses.

Today, he is a peer mentor to inmates in Prison and he conducts regular sharing to motivate the inmates in Tanah Merah Prison.

Upon completion of the program, he was given the opportunity to work as a Sales Engineer earning S\$2,250 per month. His income provided a **better life for him and his mother** who toiled hard for most of her life.

Arnold is grateful for the support and acceptance from the community and has decided to give back. Today, he is a **peer mentor** to inmates in Prison and he conducts regular sharing to **motivate** the inmates in Tanah Merah Prison.



Preventing Intergenerational Offending

Very often, many do not realise how an individual's incarceration affects his or her close ones, especially the immediate family. The latter are often the invisible 'victims' of crimes.

Blessed with the resources and support from our partners and donors, the **Yellow Brick Road (YBR) Programme** was developed to help cushion the adverse effects brought on to the family due to incarceration of a person, through the provision of case management, counselling, workshops and tuition programmes.

In the upcoming stories, we get to know how some families have benefited from this programme and emerged more resilient.





YELLOW BRICK ROAD PROGRAMME BENEFICIARY

MDM POOJA

Mdm Pooja has 2 daughters, Tina and Sanjana, whom she cares for deeply. Due to the incarceration of her husband, she had to assume the role of being a sole breadwinner for her family.

Mdm Pooja supported her family by working long hours and often returned home late. Her relationship with her daughters suffered and they became cold and distant. To top it off, both daughters were not performing well in school. Mdm Pooja decided to approach Yellow Ribbon Fund for assistance and enrolled in the Yellow Brick Road Programme.

Both Tina and Sanjana were introduced to children group work sessions which equipped them with skills to cope with their social skills. On the other hand, Mdm Pooja attended parenting workshops which equipped her with **better communication skills** with her daughters. The YBR programme also organized family gatherings and activities for families and their children. This provided Mdm Pooja with the opportunity to spend **quality time** with her children.

Through the carefully-tailored interventions of the programme, Mdm Pooja and her 2 daughters was able to stay resilient while they await the return of their father. Her daughters also had more confidence in themselves and performed better in school.

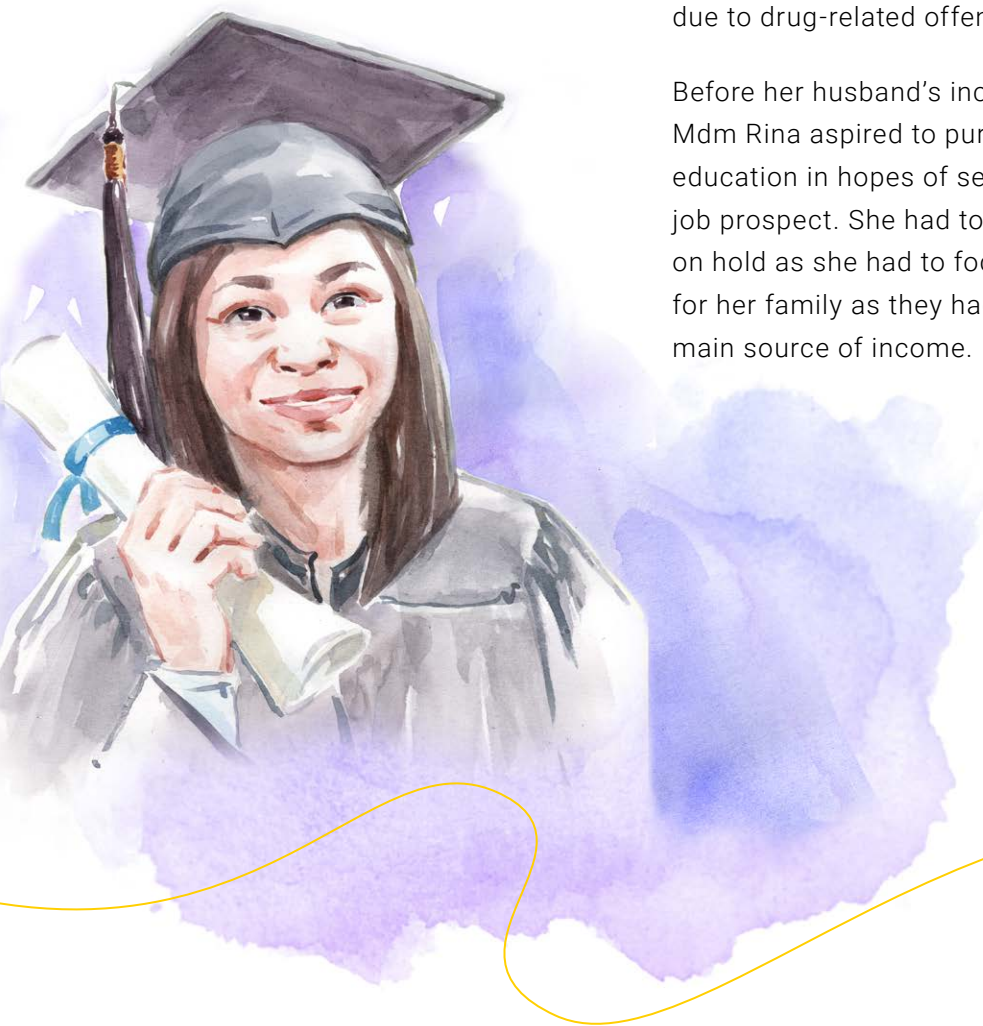
Through the carefully-tailored interventions of the programme, Mdm Pooja and her 2 daughters was able to stay resilient while they await the return of their father. Her daughters also had **more confidence** in themselves and **performed better** in school.





YELLOW BRICK ROAD PROGRAMME BENEFICIARY

MDM RINA



Now, Mdm Rina is a Human Resource manager and a mentor to at-risk teenagers.

Mdm Rina looks after her 2 children, Hudah and Nazir in the absence of her husband, Mr Faiz, who was incarcerated due to drug-related offences.

Before her husband's incarceration, Mdm Rina aspired to pursue a higher education in hopes of securing a better job prospect. She had to put her plans on hold as she had to focus on providing for her family as they had just lost their main source of income.

Both Hudah and Nazir were rebellious and Mdm Rina had challenges in communicating with her children. There were times where she had wanted to walk out of the family.

During one of the visits to her husband, she shared her problem to the Family Resource Centre and was directed to the Yellow Brick Road Programme.

The parenting workshops that Mdm Rina attended **helped her immensely** in managing and communicating with her children. The workshops also provided her with the platform to mingle with other parents and that **built her confidence** and gave her a social circle that she could lean on.

Her children also attended tuition and counselling programmes. Nazir made **significant progress** and achieved his first ever Edusave Award.

Hudah, previously rebellious and truant, started becoming accountable of herself as she progressed with her counselling sessions. Hudah was recognized for this **change** and was given the **opportunity** to spearhead her class in community involvement programmes. It is only with the improved situation and the constant support from the other parents that motivated Mdm Rina to pursue higher education, Diploma in Human Resources.

Now, Mdm Rina is a Human Resource manager and a **mentor** to at-risk teenagers.



Events & Activities



YELLOW RIBBON FUND CHARITY GALA

A record high of S\$1.8 million was raised at the biennial Yellow Ribbon Fund Charity Gala held at The Ritz-Carlton on 17 May 2019. This was done through the sales of dinner tables, auctions and by outright cash donations. The event was graced by Mr Teo Chee Hean, Senior Minister and Coordinating Minister of National Security and was attended by 700 guests including partners, donors and media. Guests were treated to stellar performances by the Performing Arts Centre (PAC) and by talented guest performers such as Mr Richard Eu, Chairman of Eu Yan Sang board and Ms Yati and Ms Jaclyn from Baker McKenzie Wong & Leow.



DINING BEHIND BARS

Established in 2004, the Dining Behind Bars programme provides an opportunity for guests to understand the combined rehabilitation efforts from Prisons and SCORE*. Corporate guests are presented with the special opportunity to pay a visit to the Changi Prison Complex. The visit aims to educate guests of the rehabilitative workshops in the Prison Compound by including a tour of the housing units and bakery. Guests will enjoy a unique three-course western lunch specially prepared by the inmates under the tutelage of the chefs from the Singapore Chefs' Association

*SCORE has been rebranded to Yellow Ribbon Singapore (YRSG) on 1st May 2020.



Events & Activities



YELLOW RIBBON PRISON RUN

Graced by President Halimah Yacob, the 11th edition of the Yellow Ribbon Prison Run was held on 15 September 2019. A record of 10,000 participants ran the distance to demonstrate their support for second chances.

“To the ex-offenders standing amongst us, please know that we are on this journey with you, beyond this run. If you have the resolve to change, the community will work together with you to support your reintegration.”

President Halimah Yacob



YELLOW RIBBON COMMUNITY ART AND POETRY EXHIBITION

Jointly organised with Singapore Art Museum (SAM) and Sing Lit Station (SLS), the Yellow Ribbon Community Art & Poetry Exhibition (YRCAPE) served as a platform for inmates to reflect and showcase their talents through visual art and poetry. 2019 was the second year that poetry was included in the Exhibition.



Ms Sim Ann, Senior Minister of State, Ministry of Communications and Information and Ministry of Culture, Community and Youth launched the exhibition at School of the Arts (SOTA) Gallery on 31 August 2019. The weeklong exhibition displayed 23 poems and 100 art pieces crafted by inmates aligned to the theme “Moving Forward Together”. 63 art pieces were adopted in 2019.



Collaborations with Partners



CHIEF JUSTICE'S CUP

The Chief Justice (CJ)'s cup is an annual charity futsal organized by the Singapore Academy of Law (SAL) to support the YRF-SAL STAR (Skills Training Assistance to Restart) bursary. The event was held on the 27 Jun 2019 at the Kovan Sports Centre and consisted of 17 teams which included lawyers, legal service officers and halfway houses. A total of S\$136,016 was raised towards the YRF-SAL STAR Bursary which will support the education for ex-offenders.



SUBHAS ANANDAN YELLOW RIBBON FUND STAR BURSARY AWARD

On 26 September 2019, The Association of Muslim Lawyers (AML) organized a fundraising dinner at the Ministry of National Development to launch the 2019 fundraising efforts towards the Yellow Ribbon Fund-Subhas Anandan STAR Bursary Award. The bursary was first launched in 2014 as a tribute to the late Subhas Anandan in recognition of his contributions to the legal community and his belief that ex-offenders deserve a second chance. Through the effort of the AML, a total of S\$90,681 was raised. The event was graced by Senior Minister of State for Law and Health, Mr Edwin Tong.

Collaborations with Partners



SINGHEALTH PRESIDENT'S CHALLENGE

YRF had the honor of being supported by Singhealth President's Challenge (SHPC) 2019 which is an annual fundraising campaign organized by the Singhealth Group. Beneficiaries from the YRF were able to enjoy a fun day out at the SingaporeLah! Carnival which was held at the ITE College East, the campaign finale was held at the Oasis Terraces Community Plaza on the 12 October 2019. It consisted of performances by beneficiaries, a cheque presentation and culminated with a Light Up The Night – Neon Walk and was attended by President Halimah Yacob.

Governance

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Board Governance

The systems and processes for managing the overall direction, effectiveness, supervision and accountability of a charity organisation is crucial. Good governance is an important criterion for the public and stakeholders to decide whether to donate or volunteer their services to a charity. The board of the charity has the responsibility to implement good governance practise for effective performance and operation of the charity.

Yellow Ribbon Fund (YRF) is governed by a group of Board members who are appointed by Ministry of Home Affairs (MHA). The Board has established five sub-committees. They are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit Committee and Family & Children's Welfare Committee.

BOARD ROLES AND COMPOSITION

YRF is governed by a group of Board members who are appointed by Ministry of Home Affairs (MHA). All Board members do not receive any remuneration for their involvement in YRF. The Secretariat team consists of transferred officers from Singapore Corporation of Rehabilitative Enterprises (SCORE)*. The Assistant Secretary and Assistant Treasurer are appointed by the Chairman of YRF to assist Secretary and Treasurer in their daily roles.

Under the YRF Rules and Regulations, staff are not allowed to become Board members. The appointment of all Board members is for a term of three years. Under the Code of Governance, the Board ensures that there is a maximum term limit of 6 consecutive years for all Board members. The term limit for the Treasurer is two consecutive terms of up to two years each. All Terms of Reference for the Board are given to the Board members with their appointment letters.

*SCORE has rebranded to Yellow Ribbon Singapore on 1st May 2020.

BOARD COMMITTEE

The Board has established five sub-committees. They are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit Committee and Family & Children's Welfare Committee. All meeting minutes are signed by the Chairman of the respective committees and circulated to Chairman YRF within two weeks of approval. The attendance of sub-committees are reported to Chairman YRF.

BOARD MEETINGS

The Board meets at least once every three months, with a quorum of at least one-third of the Board. All proceedings and decisions of Board meetings are minuted and circulated to the Board. The Board provides leadership and guidance to the Management on YRF's overall strategy to ensure compliance with YRF's governing instrument and all relevant laws and regulations. The Board makes sure that the Charity runs well and operates responsibly so that the Charity would continue to be effective, credible and sustainable.

CONFLICT OF INTEREST

All staff and Board members should act in the best interests of the Charity. The Board has established a Conflict of Interest Policy for Board members and staff to declare any personal or vested interest in business transactions, contracts and/or joint ventures that YRF may enter. The Conflict of Interest declaration for the Board members are done on an annual basis. Where a conflict of interest arises, the Board members concerned are abstained from decision making so as to allow a fair and transparent decision-making process.



Board Governance

STRATEGIC PLANNING

The Board is involved in the review of any shift in YRF's corporate strategy to stay relevant to its changing environment and needs. The Board is also informed of any changes to the focus area and resources required through approval at its respective committees. This information is communicated to the members of the public through the annual report and corporate website.

FINANCIAL MANAGEMENT CONTROLS AND INTERNAL CONTROLS

The work plan and budget of YRF are submitted for approval by the Board in the fourth Main Committee meeting annually. Analysis of financial reports are also tabled quarterly at the Main Committee meetings. YRF has established a set of Financial Rules and Regulations to govern financial matters in key areas such as budget planning, operating of bank accounts, receipts and records of payment. The Board monitors the budget income and expenditure regularly to ensure YRF operates efficiently and adheres to the financial governance policies. The annual accounts are also audited by internal auditor engaged by YRF and external professional audit firms.

RESERVE POLICY

The Board has established a Reserve Policy in the YRF's financial statements 2019. YRF aims to build a reserve equivalent to three years, and no more than five times of its annual operating expenses. This is to provide financial stability and the means to support its ongoing programmes and develop its principal activities.

FUNDRAISING PRACTICES

YRF has established guidelines in fundraising. These guidelines are reviewed regularly, and donations are received in compliance with the procedures.

DISCLOSURE AND TRANSPARENCY

All YRF Main Committee and Sub-committee members are volunteers and do not receive remuneration from YRF. The annual report is published on the Yellow Ribbon Fund website.

PUBLIC IMAGE

YRF has established procedures relating to releasing information about YRF and its activities to the media, its stakeholders and the public. Information is made available on Yellow Ribbon website, and its annual reports are sent to various stakeholders.

RISK MANAGEMENT

Procedures and systems have been established to identify, review and manage any major risks YRF may be exposed to.

OTHER POLICIES

YRF has in place policies covering cash and donation, procurement, management of meetings, fund disbursement and Personal Data Protection Act.



Board Governance

Governance Evaluation Checklist

S/N	DESCRIPTION	CODE ID	RESPONSE (SELECT ONE OPTION)	REASONS FOR NON-COMPLIANCE
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there board members holding staff appointments? (Skip items 2 and 3 if "No")		No	
2	Staff does not chair the board and does not comprise more than one-third of the Board.	1.1.3	Not Applicable	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not Applicable	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity) Should the charity not have any appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	Ministry of Home Affairs (MHA) will consult SCORE* to evaluate the performances of the Committee Members before appointment and re-appointment.
6	The Board conducts regular self-evaluation to assess its performance and effectiveness over per term or very three years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have 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 Board member(s) who have served for more than 10 consecutive years.	1.1.13	Not Applicable	
8	There are documented terms of reference for the Board and each of its Board Committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1		
13	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Not Applicable	YRF follows SCORE's HR policy and practices as the staff are hired and transferred from SCORE*.
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5		
	Are there volunteers serving in the Charity? (Skip item 15 if "No")		No	
15	There are volunteer management policies in place for volunteers.	5.7	Not Applicable	

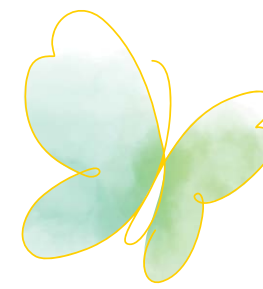
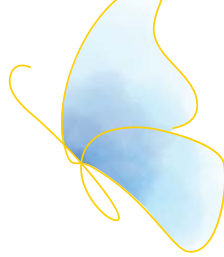
*SCORE has been rebranded to Yellow Ribbon Singapore (YRSG) on 1st May 2020

FINANCIAL MANAGEMENT AND CONTROLS				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal control systems for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, 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 its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		Yes	
21	The Charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (Solicited or unsolicited) during the year? (Skip item 22 if "No")		Yes	
22	All donations 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 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	Not Applicable	
DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied for i	YRF discloses the number of meetings in a year and the average attendance of the YRF Board Members
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		No	
25	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	
26	The charity discloses the exact remuneration and benefits received by each Board member in the annual report. <u>QR</u> The charity discloses that no Board members are remunerated.	8.3	Not Applicable	
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")		No	
27	No staff is involved in setting his or her own remuneration.	2.2	Not Applicable	
28	The charity discloses in its annual report: i. The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding S\$100,000, in bands of S\$100,000; and ii. If any of the three highest paid staff also serves on the Board of the charity. <u>QR</u> The Charity discloses that none of its staff receives more than S\$100,000 in annual remuneration each.	8.4	Not Applicable	
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding S\$50,000 during the year, in bands of S\$100,000. <u>QR</u> The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than S\$50,000 during the year.	8.5	Not Applicable	
PUBLIC IMAGE				
30	The charity has a documented communication policy on the release of information above the charity and its activities across all media platforms.	9.2	Complied	



Committees

Main Committee



01 *Chairman*

Mrs Wong Ai Ai*

Member, Global Executive Committee Chair,
Asia Pacific Region Baker & McKenzie.Wong & Leow

02 *Vice-Chairman*

Mr Manraj Singh Sekhon*

Chief Investment Officer
Franklin Templeton Investments

Mr Keith Tan Keng Soon

Founding and Managing Partner
Dymon Asia Capital (Singapore) Pte Ltd

03 *Secretary*

Mr Matthew Wee

Chief Executive Officer
Singapore Corporation of Rehabilitative Enterprises

04 *Treasurer*

Mr Woo Woh Kuan Christopher

Head of Tax
PwC Singapore Pte Ltd

05 *Members*

Mr Terrence Goh

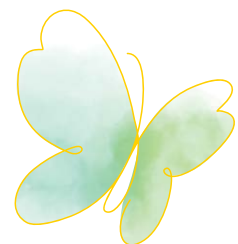
Deputy Commissioner
Singapore Prison Service

Mr Goh Soo Lim

Group Chief Financial Officer
Certis Cisco

Ms Liok Wei Theng Natasha Marie

Volunteer



05 *Members*

Mr Mohamed Abdul Jaleel*

Chief Executive Officer
MES Group Investment Holding Pte Ltd &
Group of Companies

Ms Lai Siu Chiu

Senior Judge
Supreme Court of Singapore

Ms Charlotte Yew Li Lin*

Director
Alpha Securities (GK Goh Group)

Mr Asad Jumabhoj*

Chief Executive Officer
The Scotts Group Pte Ltd

Mr Nazri Hadi Saparin*

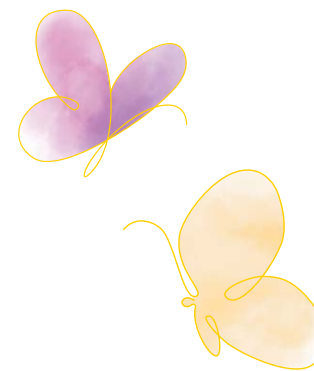
Assistant to Editor
Berita Harian Berita Minggu

Mr Lee Kim Shin

Managing Partner
Allen & Gledhill LLP

Mr Lim Zhi Yang

Senior Director, Policy Development Division
Ministry of Home Affairs



06 *Advisor*

Mr Philip Tan

Vice-President, National Council of Social Service
Chairman, Community Chest
Group Finance Director, Citystate Capital Asia Pte Ltd

*Term for committee ended 31 December 2019

There were four YRF Main Committee Meetings in 2019.
There is a minimum quorum of at least one-third of the Board required for each meeting.
In 2019, YRF achieved an average attendance of 63% of all YRF Main Committee Members.



Committees

Advancement Committee

01 *Chairman*

Mr Keith Tan Keng Soon
 Founding and Managing Partner
 Dymon Asia Capital (Singapore) Pte Ltd

02 *Members*

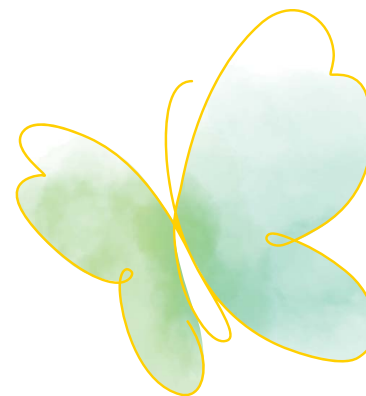
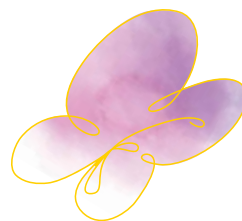
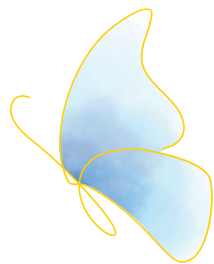
Mr Lee Kim Shin
 Managing Partner
 Allen & Gledhill LLP

Mr Mohamed Abdul Jaleel*
 Chief Executive Officer
 MES Group Investment Holding Pte Ltd &
 Group of Companies

Ms Liok Wei Theng Natasha Marie
 Volunteer

Mr Asad Jumabhoy*
 Chief Executive Officer
 The Scotts Group Pte Ltd

Mr Pithambar Gona
 Chief Financial Officer
 Bridge Data Centres (International) Pte Ltd



*Term for committee ended 31 December 2019.

There were two YRF Advancement Committee Meetings in 2019.
 There is a minimum quorum of at least three committee members required for each meeting.
 In 2019, YRF achieved an average attendance of 63% of all YRF Advancement Committee Members.

Committees

Audit Committee

01 *Chairman*

Mr Goh Soo Lim
 Group Chief Financial Officer
 Certis Cisco

02 *Members*

Ms Lai Siu Chiu
 Senior Judge
 Supreme Court of Singapore

Mr Leow Tze Wen
 Chairman, EQ Insurance Company Ltd
 Group Managing Director, Citystate Group Pte Ltd

Mr Khushroo Dastur
 Managing Director
 Sirrus Advisory

Mr Lee Kim Shin
 Managing Partner
 Allen & Gledhill LLP

Ms Charlotte Yew Li Lin
 Director
 Alpha Securities (GK Goh Group)

There were two YRF Audit Committee Meetings in 2019.
 There is a minimum quorum of at least three committee members required for each meeting.
 In 2019, YRF achieved an average attendance of 57% of all YRF Audit Committee Members.



Committees

Family & Children’s Welfare Committee

01 *Co-Chairman*

Mr Woo Woh Kuan Christopher
Head of Tax
PwC Singapore Pte Ltd

Ms Liok Wei Theng Natasha Marie
Volunteer

02 *Members*

Mr Nazri Hadi Saparin*
Assistant to Editor
Berita Harian Berita Minggu

Dr Adelia Low
Volunteer

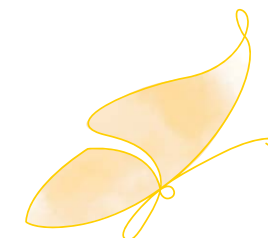
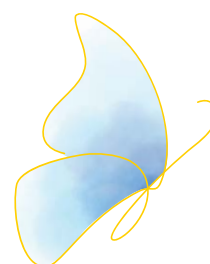
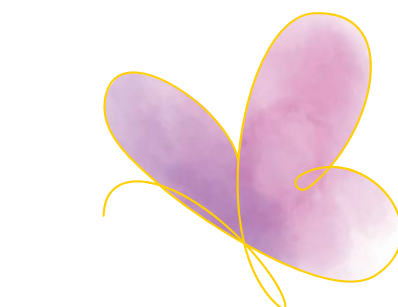
Mr Goh Soo Lim
Group Chief Financial Officer
Certis Cisco

Ms Stephanie Lee
Volunteer

Ms Michelle Eng
Volunteer

Mr Francis Woo**
Managing Director
TPG Capital (S) Pte Ltd

Mr Sanjiv Kumar Rajan
Partner
Allen & Gledhill LLP



Committees

Fund Allocation Committee

01 *Chairman*

Mr Manraj Singh Sekhon*
Chief Investment Officer
Franklin Templeton Investments

02 *Vice-Chairman*

Mr Asad Jumabhoy*
Chief Executive Officer
The Scotts Group Pte Ltd

03 *Members*

Mr Matthew Wee
Chief Executive Officer
Singapore Corporation of Rehabilitative Enterprises

Ms Lai Siu Chiu
Senior Judge
Supreme Court of Singapore

Mr Lim Zhi Yang
Senior Director, Policy Development Division
Ministry of Home Affairs

Mr Nazri Hadi Saparin*
Assistant to Editor
Berita Harian Berita Minggu

*Term for committee ended 31 December 2019.

**Employment as of 31 December 2019.

There was one YRF Family & Children’s Welfare Committee Meetings in 2019.
There is a minimum quorum of at least three committee members required for each meeting.
In 2019, YRF achieved an average attendance of 50% of all YRF Family & Children’s Welfare Committee Members.

*Term for committee ended 31 December 2019.

The materials for YRF Fund Allocation Committee Meeting were circulated and approved via email in 2019.



Committees

STAR Bursary Committee

01 *Chairman*

Mr Terrence Goh

Deputy Commissioner (Ops & Rehab)
Singapore Prison Service

02 *Members*

Mr Lee Tzu Yang

Chairman
Public Service Commission

Ms Charlotte Yew Li Lin

Director
Alpha Securities (GK Goh Group)

Ms Celeste Ang

Associate Principal
Baker & McKenzie Wong & Leow

Mr Keith Tan Keng Soon

Founding and Managing Partner
Dymon Asia Capital (Singapore) Pte Ltd

Ms Staphnie Tang Mun Ching

Volunteer

Mr Joshua Tay

Volunteer

Dr Low Hong Wai Aaron

CEO
LumiQ

Financial Statement

Statement of Financial Position

As at 31 December 2019

	31 DECEMBER 2019 (S\$)	31 DECEMBER 2018 (S\$)
ASSETS		
NON-CURRENT ASSET		
Equipment	–	6,017
Other Receivables	9,350	9,350
	9,350	15,367
CURRENT ASSETS		
Other Receivables	425,105	282,568
Prepayments	–	6,954
Fixed Deposits	4,521,347	1,349,786
Cash and Bank Balances	1,766,562	5,319,731
	6,713,014	6,959,039
TOTAL ASSETS	6,722,364	6,974,406
FUNDS AND LIABILITIES		
FUNDS		
Unrestricted Fund:		
General fund	3,235,662	3,773,895
Designated Fund:		
Yellow Ribbon Children Fund	627,309	622,309
Restricted Fund:		
Care and Share Grant	558,290	714,044
Changi Foundation	161,549	–
CIMB STAR Bursary	342,946	–
MES STAR Bursary	165,349	186,681
SAL STAR Bursary	620,709	502,032
Springer Singapore STAR Bursary	7,089	7,089
STAR Bursary	313,141	258,141
Subhas Anandan STAR Bursary	251,824	181,611
Surbana Jurong STAR Bursary	13,735	29,166
Temasek Cares Bursary	39,925	44,925
VCF Consultancy Grant	18,832	15,000
Yellow Ribbon Fund-Acronis IT Skills Programme	71,336	41,110
	2,564,725	1,979,799
TOTAL FUNDS	6,427,696	6,376,003
CURRENT LIABILITIES		
Other payables	294,668	598,403
TOTAL FUNDS AND LIABILITIES	6,722,364	6,974,406

There were four YRF Star Bursary Committee Meetings in 2019.

There is a minimum quorum of at least three committee members required for each meeting.

In 2019, YRF achieved an average attendance of 75% of all YRF Star Bursary Committee Members.



Financial Statement

Statement of Financial Activities

For the Financial year ended 31 December 2019

	YEAR ENDED 31 DECEMBER 2019 (S\$)	YEAR ENDED 31 DECEMBER 2018 (S\$)
INCOME		
Donation income	521,636	966,277
Donation in kind	–	30,000
Events income	1,437,800	945,608
Grants and bursary	1,160,329	1,836,738
Sales of items	–	1,400
Miscellaneous income	–	114,840
TOTAL INCOME	3,119,765	3,894,863
LESS: GENERAL EXPENDITURE		
Audit fees	46,149	13,952
Accounting fee	35,400	9,300
Bank charges	4,021	2,119
Depreciation expense	6,017	18,047
Fund raising expenses	212,247	123,216
General and miscellaneous expenses	9,481	110,718
Manpower cost	455,761	358,821
Other event expenses	13,974	69,128
Printing and stationery	5,870	3,160
Transport	4,426	7,548
YBR programme expenses	(17,103)	64,602
TOTAL GENERAL EXPENDITURE	776,243	780,611
Operating surplus for the year	2,343,522	3,114,252
ADD/(LESS): OTHER INCOME/(EXPENDITURE)		
Disbursement of funds	(2,336,330)	(1,766,457)
Interest income	44,501	18,039
	(2,291,829)	(1,748,418)
SURPLUS FOR THE YEAR	51,693	1,365,834

Financial Statement

Statement of Financial Activities

For the Financial year ended 31 December 2019

	YEAR ENDED 31 DECEMBER 2019 (S\$)	YEAR ENDED 31 DECEMBER 2018 (S\$)
SURPLUS FOR THE YEAR IS ATTRIBUTABLE AS FOLLOWS		
Unrestricted Fund:		
General fund	(490,107)	556,643
Designated Fund:		
Yellow Ribbon Children Fund	5,000	81,042
Restricted Fund:		
Care and Share Grant	(203,880)	725,465
Changi Foundation	161,549	(17,011)
CIMB STAR Bursary	342,946	–
ISCOC Fairy Godparent Programme	–	(92,450)
MES STAR Bursary	(21,332)	(17,186)
SAL STAR Bursary	118,677	31,387
Springer Singapore STAR Bursary	–	(4,533)
STAR Bursary	55,000	144,620
Subhas Anandan STAR Bursary	70,213	(54,204)
Surbana Jurong STAR Bursary	(15,431)	(12,359)
Temasek Cares Bursary	(5,000)	(31,690)
VCF Consultancy Grant	3,832	15,000
Yellow Ribbon Fund-Acronis IT Skills Programme	30,226	41,110
	51,693	1,365,834