

2021

# ANNUAL REPORT



*Building Resilience for  
a Better Tomorrow*

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"Do not judge me by my successes, judge me by how many times I fell down and got back up again."

- Nelson Mandela

The pandemic is the biggest challenge that humanity has faced in a long time. Even as the nation braces itself for the challenges ahead, ex-offenders and their families have demonstrated remarkable endurance and resilience, even when faced with personal difficulties and uphill challenges that come in their way. Through the adversities, they forge ahead by taking ownership of their rehabilitation and reintegration journey while constantly adapting to cope with the pandemic and life's evolving challenges.

With the collective efforts from Yellow Ribbon Fund's partners, donors, and the community, they are advocates of second chances to empower ex-offenders' reintegration, creating a transformational, ripple effect on ex-offenders and their families.

## Chairman's Foreword

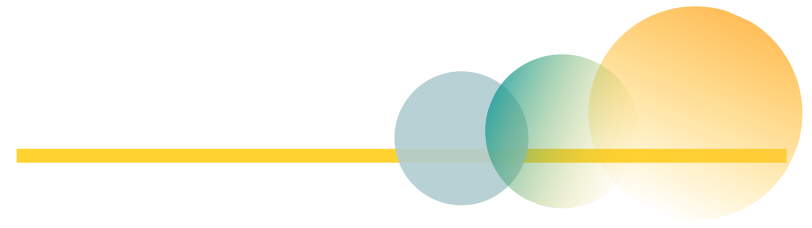


**MR EDMUND CHENG WAI WING**  
Chairman  
Yellow Ribbon Fund

As we round off 2021 with a world dealing with the COVID-19 pandemic and its ramifications, it is a sobering reminder for Yellow Ribbon Fund (YRF) to always stand prepared for and respond to support the complex and evolving needs of our beneficiaries.

Amidst the pandemic, YRF continued to adapt, adjust and recalibrate, keeping agile and nimble to navigate and overcome the challenges. The theme of this year's annual report is Resilience. It reflects the contributions made by YRF and our donors and partners to uplift the lives of our beneficiaries and also recognises the efforts of ex-offenders and their loved ones who continue to soldier on their reintegration journeys through these unpredictable times.

# Chairman's Foreword



It had been especially inspiring to witness how swiftly our donors and partners had stepped forward in their own ways to help, enabling us to extend the reach of our programmes and services to many individuals and families. After a 2-year long hiatus, YRF resumed our physical fundraising events and held the Charity Golf in July 2021. We also collaborated with Wild Rice to hold our inaugural physical Charity Musical in December 2021.

YRF is grateful to have like-minded donors and partners such as Kilo Richter International Pte Ltd, Mee Toh Foundation Limited, Alliance Asia Holdings Private Limited for extending their support to prepare and equip our beneficiaries with the right footing as they seek to rebuild their lives.

The year also saw a review of our fundraising strategies, programmes and services to better serve the needs of our beneficiaries. With the implementation of the Employment Preparation Scheme (EmPS), YRF would continue to review our programmes and services and work in tandem with the Singapore Prison Service to support inmates who are enrolled in this scheme.

In a year marked by uncertainties, YRF was able to reach out to our beneficiaries to offer support and hope, transform and uplift their lives with the unwavering support from corporate and individual donors and advocates. As we look forward to the upcoming year, YRF would continue to galvanise the society and instill resilience in our work by co-creating opportunities with our beneficiaries. We are committed to our goal of lowering the recidivism rate and preventing intergenerational offending as we work towards an inclusive society for ex-offenders and their families, a nation beyond second chances.

# CORPORATE PROFILE

Established in 2004, YRF is Singapore's first national charitable fund devoted to the rehabilitation and reintegration of ex-offenders.

Despite the best efforts of many ex-offenders who are committed to improve their lives, the path to reintegration is fraught with challenges. YRF strives to empower ex-offenders to seize new chances and establish new paths by administering funds for a variety of transformative programmes and services in the spirit of giving second chances.

As of today, YRF has disbursed over \$19 million to fund programmes and services that have benefited more than 64,000 ex-offenders and their families.

## Specifically, YRF provides financial support for:

Rehabilitative and aftercare services for inmates and ex-offenders

Rehabilitation and reintegration support programmes for inmates' and ex-offenders' families

Public awareness programmes to foster a more inclusive and compassionate society

YRF's vision and mission are aligned with Yellow Ribbon Singapore (YRSG). For more information, please visit [yellowribbon.gov.sg](http://yellowribbon.gov.sg). YRF has "Rules and Regulations of YRF" as its governing instrument.

## 2021 At A Glance

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More than  
\$2mil  
distributed to  
beneficiaries

More than  
\$2.6mil raised  
in total

Organized 3  
physical fundraising  
events raising over  
\$900,000

Assisted over  
4,700 ex-  
offenders and  
families

Received  
support from  
622 individuals  
and 100  
corporates

# 2021 At A Glance

2 Charity golfs raised \$815,700

Inaugural charity musical raised \$87,000

25 STAR Bursaries were awarded in 2021

Provided over 950 ex-offenders and families with short-term financial aid via Yellow Ribbon Emergency Fund

Supported more than 40 ex-offenders with interim housing via Residential Aftercare Support Programme

Provided support and assistance to 117 children and 89 families under the Yellow Brick Road Programme

58 children completed 2 years of Yellow Brick Road Programme of which 24 children completed their PSLE and moved on to secondary education

4 sessions of Children's Groupwork and Parenting Workshop benefited 48 children and 39 caregivers

# Yellow Ribbon Fund STAR Bursary Programme



Education is an important driver for successful integration and rehabilitation. With better education, ex-offenders are able to secure employment and better opportunities for themselves and their families. The Yellow Ribbon Fund Skills Training Assistance to Restart (STAR) Bursary provides financial assistance to inmates and ex-offenders from low-income families who wish to pursue tertiary education by subsidizing up to 100% of their course fees. In addition, recipients of the YRF STAR Bursary can also apply for living allowance which helps to defray their cost of living to pursue their academic aspirations. In this section, read the story of how YRF STAR Bursary enabled Ms Angeline Tan to pursue her aspirations



# Yellow Ribbon Fund STAR Bursary Programme

28-year-old Ms Angeline Tan was previously incarcerated for drug consumption and spent much of her youth in Prisons. During her incarceration, her father had a stroke, and her mother became the sole breadwinner and took on multiple jobs to cope with the medical expenses. As the only child, she was determined to ease the burden and take care of the household once she was released.

Adjusting to life in the community after her release was not easy as she struggled to keep up with her peers who were much younger than her in the university. She would spend her time in the school campus catching up on her assignments or clarifying her doubts with her lecturers after tutorials. Her father's medical bills were piling, and she had difficulties paying for her education. With the support from the Yellow Ribbon Fund (YRF) Skills Training Assistance to Restart (STAR) Bursary, it covered 100% of her educational costs and provided her with living allowances throughout her course of studies. The living allowances helped to defray the cost of her transportation, meal expenses and purchase of study materials in school.

In addition, a case worker was assigned to her, providing her with the emotional support needed to pull through her academic studies and caregiver demands at home. Her caseworker also worked closely with Angeline to mend her family relationships as her family ties were strained due to her incarceration. After school and on weekends, she would accompany her father for physiotherapy at the community hospital or helped her mother with the household chores.

With grit and determination, Angeline went on to score straight As for her modules, securing her a spot in the Dean's List.

*"Supporting me in my studies has helped me to move forward with my life. Thank you very much. I am extremely grateful for this opportunity to better myself and turn my life around."*

*Ms Tan, STAR Bursary Beneficiary*

# Yellow Brick Road Programme

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The Yellow Brick Road (YBR) programme was developed to cushion the impact brought on to the family due to the incarceration of their loved ones. Very often, such invisible victims include school-going children who suffer in silence as they are left to comprehend the situation and cope with their emotions on their own. Under the YBR programme, beneficiaries undergo case management, counselling, parenting workshops and tuition support which help to transform their lives for the better. Read on to find out how Anna has benefited from the YBR programme.

# Yellow Brick Road Programme

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Anna's father was incarcerated for drug offence when she was 10. Shortly after, her mother followed suit. Living together with her 18-year-old sister Cecilia who took over the role as Anna's main caregiver. Cecilia was studying and working part-time during her parents' incarceration to settle the debts that their father had incurred. Although their mother, Mdm Ng, was released after a year in prison, the impacts of their parents' incarceration were still apparent.

After a recommendation from Mdm Ng's Reintegration Officer, Anna was referred to Yellow Ribbon Fund to be under the Yellow Brick Road (YBR) programme. They had since had case workers following-up with the well-being of Anna and her family through various programme components such as the home visits, parenting workshops and case management sessions.

Importantly for Anna, she was able to receive tuition in Mathematics and Science. Her mother was illiterate, and Cecilia was busy juggling her studies and work. With the tuition provided by YBR, she was able to catch up with her peers. With her resilience and perseverance, Anna successfully passed both subjects, and moved on to the express stream in her dream secondary school.

In addition, through the YBR, Anna and her sister, Cecilia, planned a family outing with her mother to Universal Studios Singapore together, a dream they had but never managed to fulfil.

At the YBR graduation ceremony, Anna conveyed her gratitude to the funders of YBR, as well as case managers and staff who assisted her through this tough journey.

*"Whatever you are going through, at the end, you will be fine. Do not give up, because if you give up, you would not see the end."  
Ms Anna, Yellow Brick Road Programme Beneficiary*



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# Event and Activities 2021

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# YRF Charity Golf

The YRF Charity Golf held its first physical fundraising event since the pandemic at Tanah Merah Country Club (Tampines Course) in July 2021. With the fervent support from golfers, sponsors and donors, all the golf flights were fully booked ahead of the event and a record amount of \$465,700 was raised. Due to overwhelming response, a second Charity Golf event was subsequently held in March 2022 and the event raised another \$350,000 for YRF. The funds raised would be channeled to fund rehabilitation and reintegration and services for inmates, ex-offenders and their families. YRF would like to thank supporters and donors who made these possible.





# YRF Charity Musical

Riding on the success of the virtual Charity Musical held last year, YRF held its inaugural physical Charity Musical on 3 December 2021 with a family-friendly pantomime proudly presented by Wild Rice. The event raised a total of \$87,000. The event would not have been a success without the efforts and support of corporate sponsors that included Acronis Asia Pte Ltd, TPG Capital (S) Pte Ltd and Singapore Academy of Law.

The funds raised would be channeled to fund rehabilitation and reintegration and services for inmates, ex-offenders and their families.



The background of the page is a light cream color, overlaid with a pattern of thick, hand-drawn yellow lines. These lines form large, flowing spirals and loops that create a sense of movement and warmth.

# Community Support

# Yellow Ribbon Virtual Run

After a year of hiatus, the Yellow Ribbon Run returned with its inaugural virtual edition in September 2021. Themed “Challenge YRself and Inspire Second Chances”, the virtual run, launched by the Speaker of Parliament, Mr Tan Chuan-Jin, demonstrated the resilience and desire of the community to go beyond physical boundaries in support of the Yellow Ribbon cause. Every kilometer completed by the participants represented their support for ex-offenders in their reintegration journey. A total of 6,420 participants signed up to run, walk or hike throughout the month of September and \$103,000 was raised for YRF.



*“By expressing empathy and support, we can make a big difference in helping ex-offenders reintegrate into society.”*

*Mr Tan Chuan-Jin, Speaker of Parliament*



# Yellow Ribbon Community Art and Poetry Exhibition

The Yellow Ribbon Community Art and Poetry Exhibition returned on 30 November 2021 to showcase 79 artworks and 19 poems created by inmates and ex-offenders artists. The theme “A Garden of Possibilities” sought to increase awareness on second chances for inmates and ex-offenders and provided a platform for them to express their hopes and aspirations through art. A total of 3,743 viewers visited the online exhibition and 19 artworks were adopted, raising \$4,400.

*“This year’s exhibition is symbolic of the inmates and former inmates’ persistent belief in personal transformation and unwavering optimism in their new reintegration journey”*

*Mr John Tung, Curator  
Yellow Ribbon Community Art & Poetry Exhibition, 2021*

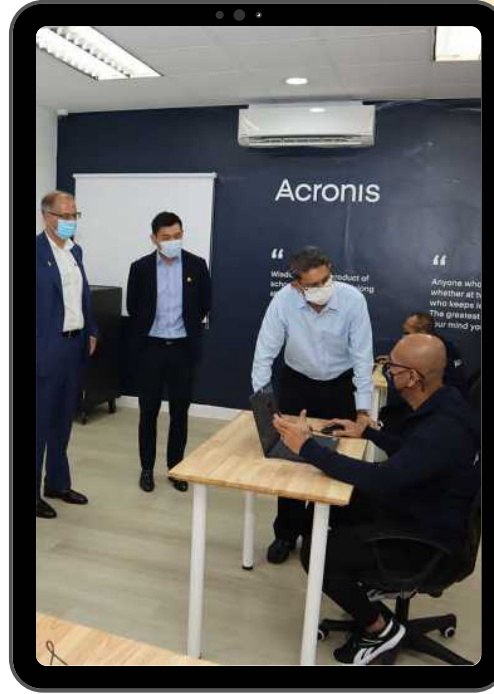


# Partnership with Acronis and Jamiyah Halfway House

Since 2018, Acronis had been funding Jamiyah Halfway House's residents to undergo the International Computer Driving Licence (ICDL) Microsoft workshops. The first run saw all residents completed the course and passed with flying colours. Inspired by the residents' resilience and their thirst for knowledge, Acronis decided to set up a computer lab at the Halfway House for the residents. Officiated by Associate Professor Muhammad Faishal Ibrahim, Minister of State, Ministry of Home Affairs and Ministry of National Development, the computer lab was opened on 23 February 2022.

*"Given how technology has become part of our daily lives, being computer literate will open doors of opportunities for both our offenders and ex-offenders."*

*Associate Professor Muhammad Faishal Ibrahim  
Minister of State, Ministry of Home Affairs and Ministry of National Development*





# Beneficiaries' Activities



## Bag-to-School 2022

The Bag-to-School campaign was a collaboration with Soulrich Foundation. The online fund-raising campaign raised \$12,000 for 200 school-going children from Singapore Children's Society, Care Community Services Society, Prison Fellowship Singapore, AMKFSC Community Services Ltd and Malay Youth Literary Association.

The beneficiaries received a brand-new school bag, water bottle, vouchers for purchase of shoes and socks for the new school term.



## Accelerating Children's Learning

An online campaign "help inmates' children accelerate their learning" was launched in March 2021.

The funds raised was used to buy study materials for 65 children under the Yellow Brick Road Programme.





# Cyberbullying Virtual Workshop

In June 2021, a virtual cyberbullying workshop was conducted for 40 children under the Yellow Brick Road Programme. Together with their caregivers, the children learnt how to protect themselves against cyberbullying through the interactive virtual session.

The virtual workshop would not have been possible without the support of Acronis, one of YRF's corporate partners.



# Parenting Workshop and Bonding

Singapore Children's Society, which is one of YRF's service providers, held 4 runs of parenting workshop and children's groupwork in April and December 2021. A total of 39 caregivers and 48 children attended these sessions.

During the sessions, caregivers learnt methods and ways to support children's emotional needs and plan future family goals with their children. These sessions also equipped children with skills such as social interaction skills and empowered them with resilience and perseverance to cope with life challenges.

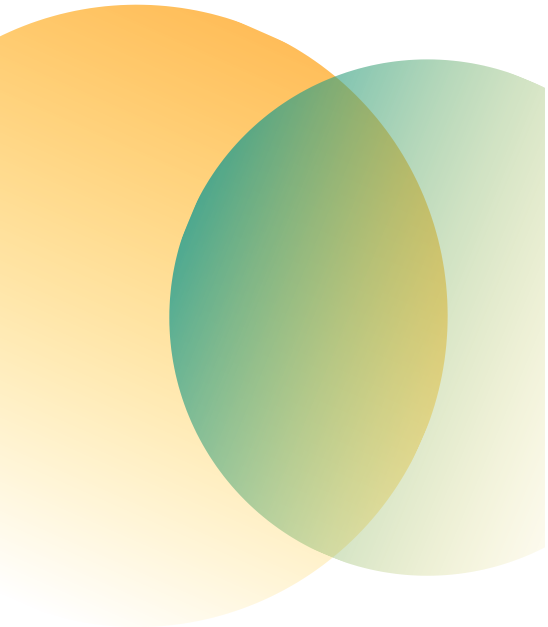
In addition, families planned their family bonding activities with guidance from caseworkers. During such sessions, caregiver and children were able to practice positive social interaction skills.



# Strategic Planning

On an annual basis, YRF conducts a review of its focal areas to better serve the needs of its beneficiaries.

## Four Key Focal Areas



**01 Sustainable Funding :** Generate new sources of income through organising physical events and collaborations with partners

**02 Increase Impact:** Increase outreach to beneficiaries through funding new initiatives and services

**03 Strong Governance:** Continually review procedures, enhance working processes with robust controls

**04 Enhance Digitalisation:** Digitalise and streamline current processes and enhance user experience to achieve YRF's objectives

# Board Governance

The systems and processes for managing the overall direction, effectiveness, supervision and accountability of a charity organisation are 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 practices for effective performance and operation of the charity.

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

## Board Roles and Composition

The Board members do not receive any remuneration for their involvement in YRF. There is no executive management team in YRF. The following members are considered as ex-officio appointments:

- Senior Director, Policy Development Division (PPD), Ministry of Home Affairs,
- Deputy Commissioner, Operations and Rehabilitation, Singapore Prison Service (SPS) and
- Chief Executive Officer, Yellow Ribbon Singapore (YRSG) as Secretary of YRF.

The Secretariat team consists of transferred officers from YRSG and the staff are not involved in setting their own remuneration. YRF has no paid staff, who are close members of the family of the Board members, who each receives total remuneration of more than \$50,000 during the year. The Assistant Secretary and Assistant Treasurer are appointed by the Chairman of YRF to assist the Secretary and Treasurer in their daily roles. All Terms of Reference for the Board are given to the Board members with their appointment letters.

## Board Training and Evaluation

Induction and orientation are provided to Board members when they join the Board. Suitable training courses are also offered to Board Members. The Board conducts self-evaluation exercises to assess its performance and effectiveness once per term or every three years, whichever is shorter.

# Board Governance

## Board Renewal and Term Limits

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 except for the Treasurer whose term of office is limited to one term. Reappointment of Treasurer can be considered after a lapse of at least one term. There is no Board member who has served on the Board for more than 10 consecutive years.

The Board plans for its renewal and succession. Suitable candidates will be identified and assessed based on pre-established criteria and these candidates would be surfaced to MHA for their assessment and appointment.

## Board Committee

The Board has established five sub-committees which are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit and Risk Committee and Family & Children Welfare Committee. All Board meeting minutes are approved by the respective Chairman of sub-committees.

## 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 ensures 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 into. The Conflict of Interest declarations for the Board members are done on an annual basis. Where a conflict of interest situation arises, the Board members concerned are abstained from decision making to allow a fair and transparent decision-making process.

## Strategic Planning

The Board is involved in the review of YRF's corporate strategy to stay relevant to its changing environment and needs. The Board is also consulted on changes to the focal areas and resources required through its respective committees. This information is communicated to the members of the public through the annual report and corporate website.



# Board Governance

## 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 procurement procedures and controls, budget planning, operating of bank accounts, limits to approval, delegation of authority, 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 audit and external professional audit firms.

## Reserve Policy

The Board has established a Reserve Policy in the YRF's financial statements 2021. 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.

## 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 also made available on the Yellow Ribbon website.

## Risk Management

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

## Whistleblowing Policy

YRF is committed to the highest standards of honesty, transparency, ethical and legal conduct and accountability. In line with this commitment, YRF provides an avenue for parties to raise concerns regarding statutory non-compliance, actual or suspected improprieties in financial transactions and any other wrongdoing.

## Volunteer Management

YRF does not manage or deploy any volunteer for YRF's activities and events.

## Other Policies

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

# Governance Checklist

S/N	Description	Code ID	Compliance	Explanation
<b>Board Governance</b>				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	<b>Are there board members holding staff appointments?</b> [Skip items 2 and 3 if "No"]		No	Under the YRF Rules and Regulations, staff are not allowed to become Board members.  There is no executive management team in YRF
2	Staff does not chair the board and does not comprise more than one-third of the Board.	1.1.3	-	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	-	
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 members, 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	
6	The Board conducts regular self-evaluation to assess its performance and effectiveness per term or every three years, whichever is shorter.	1.1.12	Complied	
	<b>Are there Board member(s) who have served for more than 10 consecutive years?</b> [Skip item 7 if "No"]		No	There is no Board member who has served on the Board for more than 10 consecutive years.
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	-	
8	There are documented terms of reference for the Board and each of its Board Committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	
<b>Human Resource and Volunteer Management</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	YRF follows YRSG's HR policies, practices and code of conduct as the staff are hired and transferred from YRSG. This has been formalised in a letter in 2020. YRF has included its Code of Conduct for Board members in its governing instrument. YRF does not manage or deploy any volunteer.
13	There is a documented Code of Conduct for 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.	5.5	Complied	
	<b>Are there volunteers serving in the Charity</b> [Skip item 15 if "No"]		No	
15	There are volunteer management policies in place for volunteers.	5.7	-	YRF does not manage or deploy any volunteer for YRF's activities and events.
<b>Financial Management and Controls</b>				
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	

S/N	Description	Code ID	Compliance	Explanation
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	
	<b>Does the charity invest its reserves, including fixed deposits?</b> [Skip item 21 if "No"]		Yes	
21	The Charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (Solicited or unsolicited) during the year?</b> [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	
	<b>Did the charity receive donations-in-kind during the year?</b> [Skip item 23 if "No"]		No	
23	All donations-in-kind received are properly recorded and accounted for by the charity	7.2.3	-	
<b>Disclosure and Transparency</b>				
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	
	<b>Are Board members remunerated for their Board services?</b> [Skip items 25 and 26 if "No"]		No	None of the Board members receive any remuneration for their involvement in YRF.
25	No Board member is involved in setting his or her own remuneration.	2.2	-	
26	The charity discloses the exact remuneration and benefits received by each Board member in the annual report. <u>OR</u> The charity discloses that no Board members are remunerated.	8.3	-	
	<b>Does the charity employ paid staff?</b> [Skip items 27, 28 and 29 if "No"]		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
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 \$100,000, in bands of \$100,000; and ii) If any of the three highest paid staff also serve on the Board of the charity. <u>OR</u> The Charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied	
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 \$50,000 during the year, in bands of \$100,000 <u>OR</u> The charity discloses that there are no paid staff who are close members of the family of the Executive Head or Board Member, who receive more than \$50,000 during the year.	8.5	Complied	
<b>Public Image</b>				
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	

# Main Committee

**Chairman** Mr Edmund Cheng Wai Wing  
 Deputy Chairman of Wing Tai Holdings Limited  
 (From Jan 2020)

**Vice-Chairman** Mr Keith Tan Keng Soon  
 Founding and Managing Partner of  
 Dymon Asia Capital (Singapore) Pte Ltd  
 (From Sep 2017)

**Vice-Chairman** Ms Ng Jiak See  
 Financial Advisory Leader of  
 Deloitte Asia Pacific  
 (From Jan 2020)

**Secretary** Mr Matthew Wee Yik Keong \*  
 Chief Executive Officer of YRSG  
 (From Jul 2018)

**Treasurer** Mr Goh Soo Lim  
 Group Chief Financial Officer of Certis Cisco  
 (From Jan 2020)

**Member** Mr Francis Woo  
 Chief Corporate Officer of 65 Equity Partners  
 (From Jan 2020)

**Member** Ms Lai Siu Chiu  
 Senior Judge of Supreme Court of Singapore  
 (From Jan 2015)

**Member** Ms Liok Wei Theng Natasha Marie  
 Volunteer  
 (From Jan 2017)

**Member** Mr Lin Qinghui \*  
 Senior Director of Policy Development  
 Division of Ministry of Home Affairs  
 (From Apr 2021)

**Member** Mr Lee Kim Shin  
 Counsel of Allen & Gledhill LLP  
 (From Jan 2018)

**Member** Mr Mohamed Fazal bin Abd Hamid  
 Partner of I.R.B. Law LLP  
 (From Jan 2017)

**Member** Mr Tan Kian Hoon  
 Managing Director of SRE Global Pte Ltd  
 (From Jan 2020)

**Member** Mr Terrence Goh \*  
 Deputy Commissioner of Singapore Prison Service  
 (From Jan 2019)

**Member** Mr Woo Woh Kuan Christopher  
 Head of Tax of PwC Singapore  
 (From May 2015)

\* Mr Matthew Wee Yik Keong, Mr Lin Qinghui and Mr Terrence Goh are ex-officio appointments.

● Main Committee meeting attendance

# Sub-Committees

## Advancement Committee

Term of Reference: The Committee plans and executes appropriate fundraising efforts that go towards funding a variety of rehabilitation and reintegration programmes as well as family support programmes to aid ex-offenders in their successful reintegration.

Chairman	Mr Keith Tan Keng Soon
	Founding and Managing Partner of Dymon Asia Capital (Singapore) Pte Ltd
Member	Mr Lee Kim Shin
	Counsel of Allen & Gledhill LLP
Member	Ms Liok Wei Theng Natasha Marie
	Volunteer
Member	Ms Ng Jiak See
	Financial Advisory Leader of Deloitte Asia Pacific
Member	Mr Pithambar Gona
	Co-Founder and CEO of ARR Square

## Audit and Risk Committee

Term of reference: The Committee facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities. The Committee is responsible for ensuring the integrity of financial statements through its oversight of the organisation's financial reporting process, internal control system and audit function. The Committee is responsible for monitoring risk management in YRF and updating the Main Committee on a regular basis.

Chairman	Mr Lee Kim Shin
	Counsel of Allen & Gledhill LLP
Member	Ms Charlotte Yew Li Lin
	Director of Alpha Securities (GK Goh Group)
Member	Mr Khushroo Dastur
	Managing Director of Sirrus Advisory
Member	Ms Lai Siu Chiu
	Senior Judge of Supreme Court of Singapore
Member	Mr Leow Tze Wen
	Chairman of EQ Insurance Company Ltd
	Group Managing Director of Citystate Group Pte Ltd

## Fund Allocation Committee

Terms of Reference: The Committee reviews and evaluates the current programmes and services to ensure that they meet the needs of the targeted clientele and aftercare sector. The committee assists in making recommendations to the YRF Committee in the areas of allocation and disbursement of funds to programmes and services.

Chairman	Mr Woo Woh Kuan Christopher
	Head of Tax of PwC Singapore Pte Ltd
Member	Ms Lai Siu Chiu
	Senior Judge of Supreme Court of Singapore
Member	Mr Lin Qinghui
	Senior Director, Policy Development Division of Ministry of Home Affairs
Member	Mr Matthew Wee Yik Keong
	Chief Executive Officer of YRSG
Member	Mr Mohamed Fazal bin Abd Hamid
	Partner of I.R.B. Law LLP
Member	Mr Tan Kian Hoon
	Managing Director of SRE Global Pte Ltd

● Sub-Committee meeting attendance

# Sub-Committees

## Family and Children Committee

Terms of Reference: The Committee looks at developing programmes to meet the needs for family and children of the incarcerated. The Committee evaluates the current family programmes and services for the family and children of the incarcerated.

Co - Chairman	Ms Liok Wei Theng Natasha Marie
	Volunteer
Co - Chairman	Mr Woo Woh Kuan Christopher
	Head of Tax of PwC Singapore
Member	Dr Adelia Low
	Volunteer
Member	Mr Francis Woo
	Chief Corporate Officer of 65 Equity Partners
Member	Mr Goh Soo Lim
	Group Chief Financial Officer of Certis Cisco
Member	Mr Mohamed Fazal bin Abd Hamid
	Partner of I.R.B. Law LLP
Member	Mr Sanjiv Kumar Rajan
	Partner of Allen & Glenhill LLP
Member	Ms Stephanie Lee
	Volunteer

## YRF STAR Bursary Committee

Terms of Reference: The Yellow Ribbon STAR (Skills Training Assistance to Restart) Bursary provides bursaries to financially needy ex-offenders for vocational and skills training to help them achieve employability and self-sufficiency. The Committee interviews and recommends applicants for the programme.

Chairman	Mr Terrence Goh
	Deputy Commissioner of Singapore Prison Service
Member	Ms Celeste Ang
	Associate Principal of Baker & McKenzie Wong & Leow
Member	Ms Charlotte Yew Li Lin
	Director of Alpha Securities (GK Goh Group)
Member	Mr Keith Tan Keng Soon
	Founding and Managing Partner of Dymon Asia Capital (Singapore) Pte Ltd
Member	Mr Lee Tzu Yang
	Chairman of Public Service Commission
Member	Dr Low Hong Wai Aaron
	Chief Executive Officer of Lumiq
Member	Mr Joshua Tay
	Volunteer
Member	Ms Staphnie Tang Mun Ching
	President of Breast Cancer Foundation

● Sub-Committee meeting attendance

# Financial Statement

## Statement of Financial Position as at 31 Mar 2022

	31 March 2022 \$	31 March 2021 \$
<b>ASSETS</b>		
<b>Non-current asset</b>		
Equipment	-	-
<b>Current assets</b>		
Other receivables	290,000	3,911
Fixed deposits	-	3,000,000
Cash and bank balances	6,724,119	3,803,364
<b>Total assets</b>	<b>7,014,119</b>	<b>6,807,275</b>
<b>FUNDS AND LIABILITIES</b>		
<b>Funds</b>		
<i>Unrestricted Fund:</i>		
General fund	3,800,051	3,912,024
<i>Designated Fund:</i>		
Yellow Ribbon Children Fund	745,854	696,834
<i>Restricted Funds:</i>		
Care and Share Grant	-	22,037
CIMB STAR Bursary	24,329	94,866
MES STAR Bursary	236,248	247,949
President's Challenge STAR Bursary	164,427	48,757
SAL STAR Bursary	561,945	599,584
Springer Singapore STAR Bursary	7,089	7,089
STAR Bursary	381,898	358,678
Subhas Anandan STAR Bursary	233,311	242,614
Surbana Jurong STAR Bursary	3,451	3,801
Temasek Cares Bursary	7,619	7,619
Temasek Oscar Fund	55,000	2,500
VCF Consultancy Grant	37,664	18,832
Yellow Ribbon Fund-Acrionis IT Skills Programme	71,336	121,336
Yellow Ribbon Fund-WingTai Holdings Limited STAR Bursary	89,836	50,400
YRF-Mapletree STAR Bursary	110,805	42,769
YRF-SFCCA STAR Bursary	94,453	108,053
<b>Total funds</b>	<b>6,625,316</b>	<b>6,585,742</b>
<b>Current liabilities</b>		
Other payables	388,803	221,533
<b>Total funds and liabilities</b>	<b>7,014,119</b>	<b>6,807,275</b>

## Statement of Financial Activities For the financial year ended 31 Mar 2022

	Year ended 31 March 2022 \$	Period from 1 January 2020 to 31 March 2021 \$
<b>Income</b>		
Donation income	948,119	550,110
Events income	908,124	317,012
Grants and bursaries	756,374	1,564,372
<b>Total income</b>	<b>2,612,617</b>	<b>2,431,494</b>
<b>Less: General expenditure</b>		
Audit fees	18,190	41,730
Accounting fee	-	33,000
Bad debts written off	-	12,466
Fund-raising expenses	134,125	7,347
IT-related expenditure	72,882	5,087
Manpower costs	414,943	523,551
Other general and miscellaneous expenses	40,876	59,856
<b>Total general expenditure</b>	<b>681,016</b>	<b>683,037</b>
Operating surplus for the year	1,931,601	1,748,457
<b>Add/(less): Other income/(expenditure)</b>		
Disbursement of funds	(1,896,459)	(1,649,536)
Interest income	4,432	59,125
	<b>(1,892,027)</b>	<b>(1,590,411)</b>
<b>Surplus for the year</b>	<b>39,574</b>	<b>158,046</b>
Surplus for the year is attributable as follows:		
Unrestricted Fund:		
- General fund	(111,973)	(577,993)
Designated Fund:		
- Yellow Ribbon Children Fund	49,020	69,525
Restricted Fund:		
- Care and Share Grant	(22,037)	718,102
- Changi Foundation	-	(161,549)
- CIMB STAR Bursary	(70,537)	(248,080)
- MES STAR Bursary	(11,701)	82,600
- President's Challenge STAR Bursary	115,670	48,757
- SAL STAR Bursary	(37,639)	(21,125)
- Springer Singapore STAR Bursary	-	-
- STAR Bursary	23,220	45,537
- Subhas Anandan STAR Bursary	(9,303)	(9,210)
- Surbana Jurong STAR Bursary	(350)	(9,934)
- Temasek Cares Bursary	-	(32,306)
- Temasek Oscar Fund	52,500	2,500
- VCF Consultancy Grant	18,832	-
- Yellow Ribbon Fund-Acrionis IT Skills Programme	(50,000)	50,000
- Yellow Ribbon Fund-WingTai Holdings Limited STAR Bursary	39,436	50,400
- YRF-Mapletree STAR Bursary	68,036	42,769
- YRF-SFCCA STAR Bursary	(13,600)	108,053
	<b>39,574</b>	<b>158,046</b>



Yellow Ribbon Fund Secretariat  
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For more information, please visit:  
[www.yellowribbon.gov.sg](http://www.yellowribbon.gov.sg)

