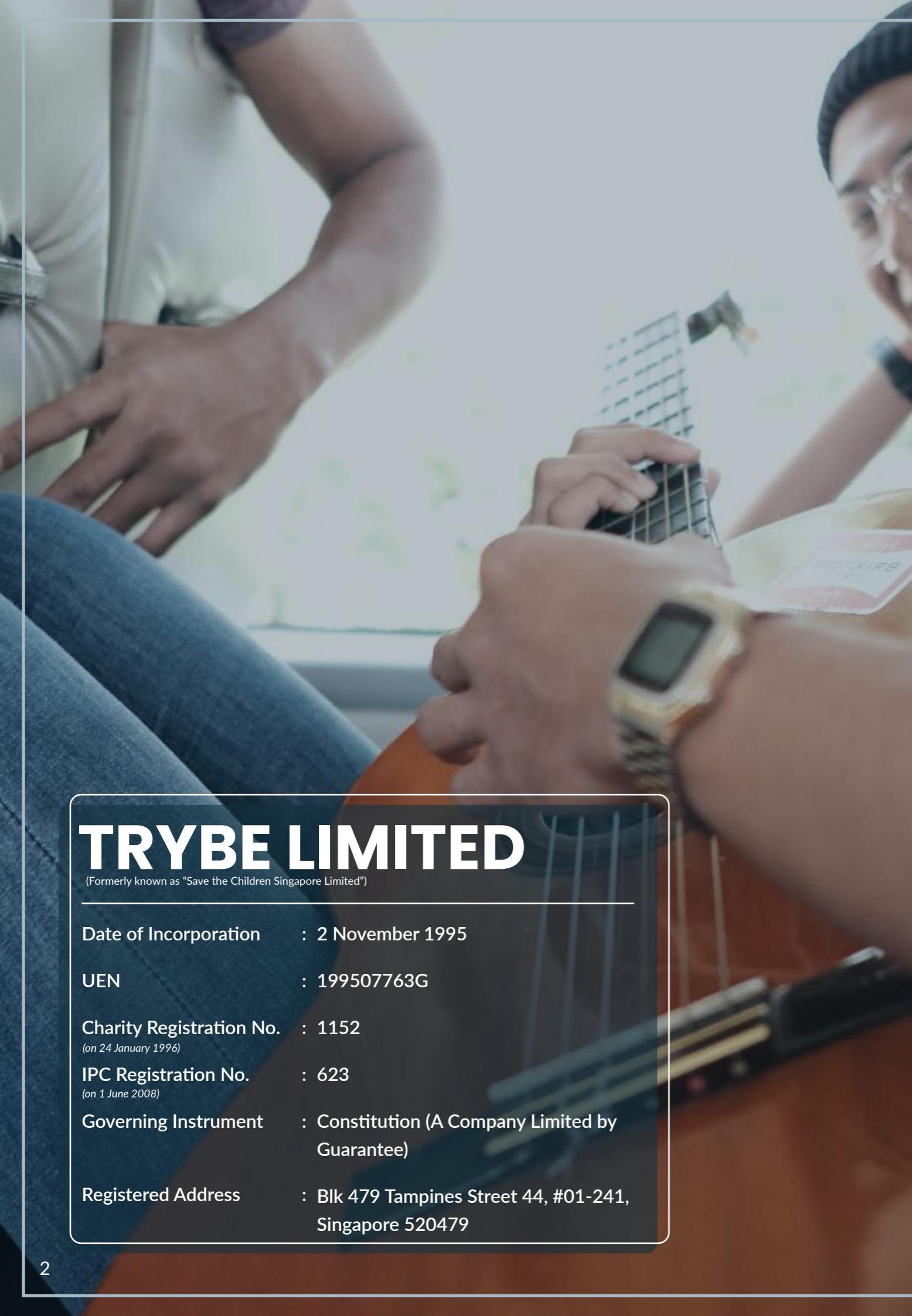




# ANNUAL REPORT 2020

**EVERY  
YOUTH  
A SUCCESS  
STORY**





## TRYBE LIMITED

(Formerly known as "Save the Children Singapore Limited")

Date of Incorporation : 2 November 1995

UEN : 199507763G

Charity Registration No. : 1152

(on 24 January 1996)

IPC Registration No. : 623

(on 1 June 2008)

Governing Instrument : Constitution (A Company Limited by  
Guarantee)

Registered Address : Blk 479 Tampines Street 44, #01-241,  
Singapore 520479

## About us

04

## Message

14

By our Chair and Chief Executive

18

## The Board

26

## Our Services

50

Chrysalis | GRYT | OASYS | BES | SBHL

78

## Our Volunteers & Donors

86

## Corporate Governance

# ABOUT US

Who we are 01

---

Our Vision and Mission 02

---

Our Core Values 03

---

What we do 04

---

Our Objectives 05

---

Our Milestone 06

# ADVOCATE FOR YOUTH FACING ADVERSITIES

## Our Core Values

### RESILIENCE

We desire to build resilience in our staff so that they can overcome adversity and emerge stronger.

### INTEGRITY

We value integrity and trust our staff to make decisions guided by sound morals and ethics.

### SERVING

We encourage our staff to serve and to go the extra mile for not only the youth they serve, but also colleagues and others around them.

### EXCELLENCE

We want our staff to be excellent, expecting only the best from them.

## Our Vision

**EVERY  
YOUTH  
A SUCCESS  
STORY**

Our ambition is to inspire the young people we work with, and be a partner to their success in driving change and transformation in their lives for a better future.

At Trybe, our doors are open to youth from all walks of life. We understand that every story is different, every adversity faced is unique to each individual. Each path differs and the road to success is owned by every individual we guide and mentor.

Success is not defined by a national standard, but one that is carved and shaped through personal experiences and tenacity. Our aspiration for every youth we mentor is for them to take charge of their lives in defining their own success story. We empower them to carry this determination into their future, inspiring others to make a positive impact to their communities.

## Our Mission

**Journey with youth who face adversities to lead purposeful lives; inspiring them to impact others**

Life's journey is never singular, and sometimes we need a helping hand along the way.

At Trybe, we are committed to being that helping hand, helping youth through adversities in their lives one step at a time. We believe everyone deserves equal opportunities to their peers and with a little support and mentorship, everyone can succeed in their own way.

We believe in cultivating the growth and spirit of youth through the collective collaboration of our passionate team and aspire to transform their lives into one with meaning, where they can unleash their full potential and drive purpose in their communities.

Our ambition is to inspire the young people we work with, to be role models for them to reach out to, and challenge them to be the best they can be.

At Trybe, success isn't just about impacting positive change in the youth we work with today but how they can in turn inspire, support, and help people in the communities around them tomorrow.

# What we do

## PROVIDING A COMPLETE ECOSYSTEM OF CARE

Through our Community & Youth Services (CYS) Division and management of the Singapore Boys' Hostel (SBHL), Trybe provides youth with guidance and offer support for their families and communities, creating a complete ecosystem of care from community-based interventions to individual aftercare services.



### INTERVENTION

Aims to steer at-risk youth away from crime and help them to be meaningfully engaged in school and/or work.



### REHABILITATION

Focuses on community reintegration, constructive engagement and restorative coaching.



### REINTEGRATION

Structured post-institution care for youth who seek to reintegrate back into society.



# Objectives

1

## **To relieve the distress and hardships of children in Singapore**

To relieve the distress and hardships, and to promote the welfare of children in Singapore and in so far as may be permitted by the laws and regulations of Singapore, any country or countries, place or places, without differentiation on the ground of race, colour, nationality, creed or sex and to educate the public concerning the nature, causes and effects of distress, hardship and want of welfare as aforesaid and to make available the useful results thereof to the public.

2

## **To preserve child life menaced by conditions of hardships and distress**

Within the limits of the charitable objects set out above to do all or any of the under-mentioned things:-

1. to preserve child life wherever it is menaced by conditions of hardship and distress;
2. to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;
3. to promote child welfare and all that may concern the well-being of children in any charitable way including (without prejudice to that generality) by the provision of and support for the education of children (whether formal or informal, academic or vocational) for their proper nourishment, hygiene and health care (whether preventive or prescriptive, general or personal), for their better housing, for the provision of good water and sanitation, for the support of family life and child care (in any context), for their legal protection and representation, for the provision of their opportunity for sports, recreations, arts and crafts and for their security and safety; and
4. to enquire into the needs of those who may be benefitted hereunder the better to promote the charitable objects aforesaid.

3

## **To aid, assist and give relief**

Generally to aid, assist and give relief in any manner and to any extent, including in the absolute discretion of the Directors of the Company the application of the whole or any part of the assets for the time being of the Company, to any charitable institution whose object or objects are similar to or comparable with the objects of this Company including but not limited to hospitals, sanatoria, homes or places of refuge or shelter, libraries, orphanages, industrial welfare establishments and other charitable organizations.



# Strategic Direction

In 2020, the Executive Committee of Trybe developed its 3-year strategic plan.

This 3-year strategic plan charts the initiatives required of the Company in order for it to achieve the Company Goals set out by the Chief Executive and the Board. The strategic plan articulates not only where the Company is going and the actions needed to make progress, but also how it will know if it is successful.

The plan also sets priorities, focuses energy and resources, strengthens operations, ensures that employees and other stakeholders are working towards common goals, and establishes agreement around intended outcomes.



## Goal 1: Improve Trybe's Position

This goal looks into increasing the Company's standing in the social service sector and the strength the Company poses. It focuses on i) Trybe's brand recognition and reach to the public, ii) Company's reputation as an employer and the iii) Company's organisational performance.



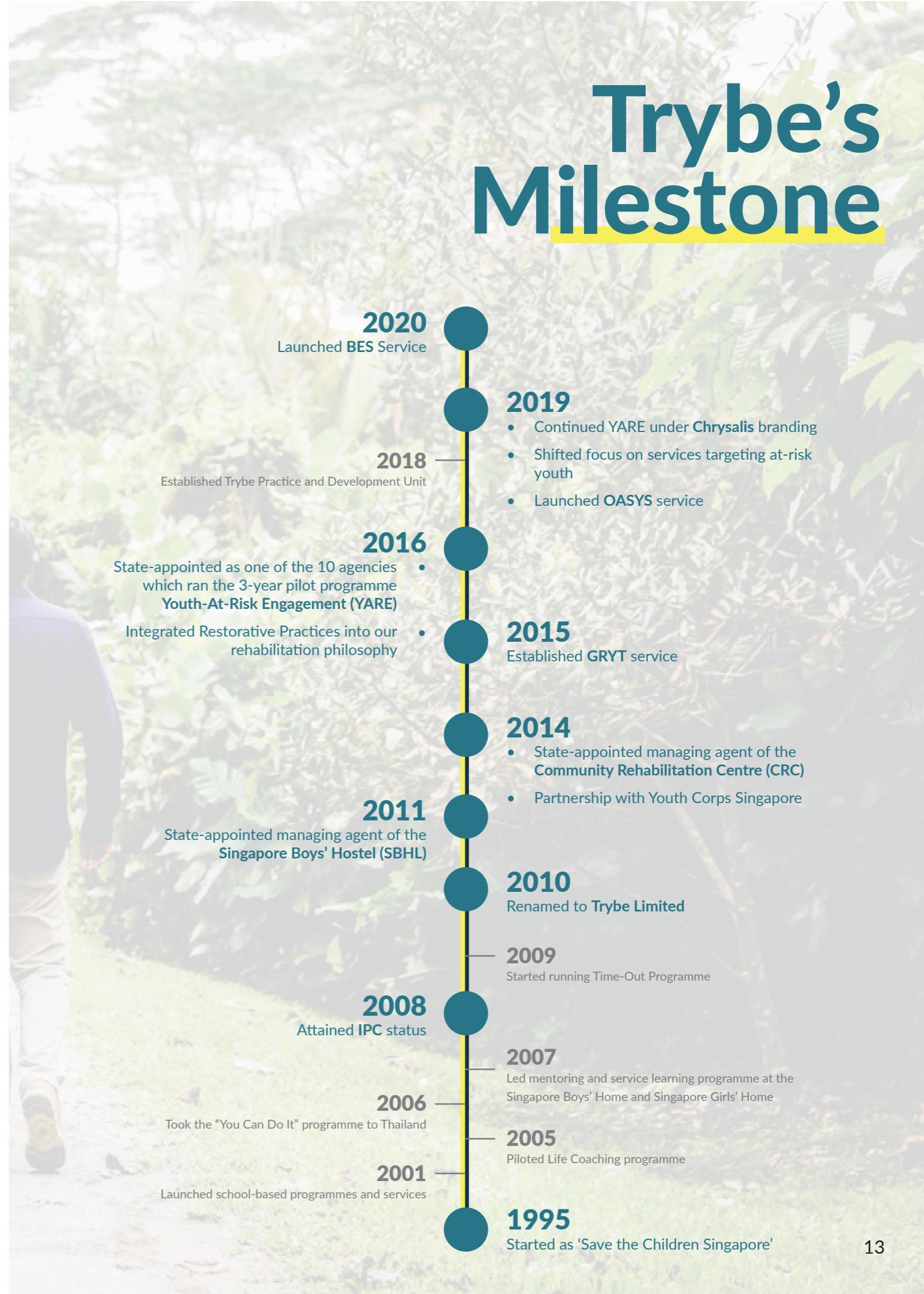
## Goal 2: Improve Trybe's People

This goal looks into strengthening the employees in the Company. It focuses on i) staff development, ii) character forming and iii) establishing strong culture and ownership to the Company.

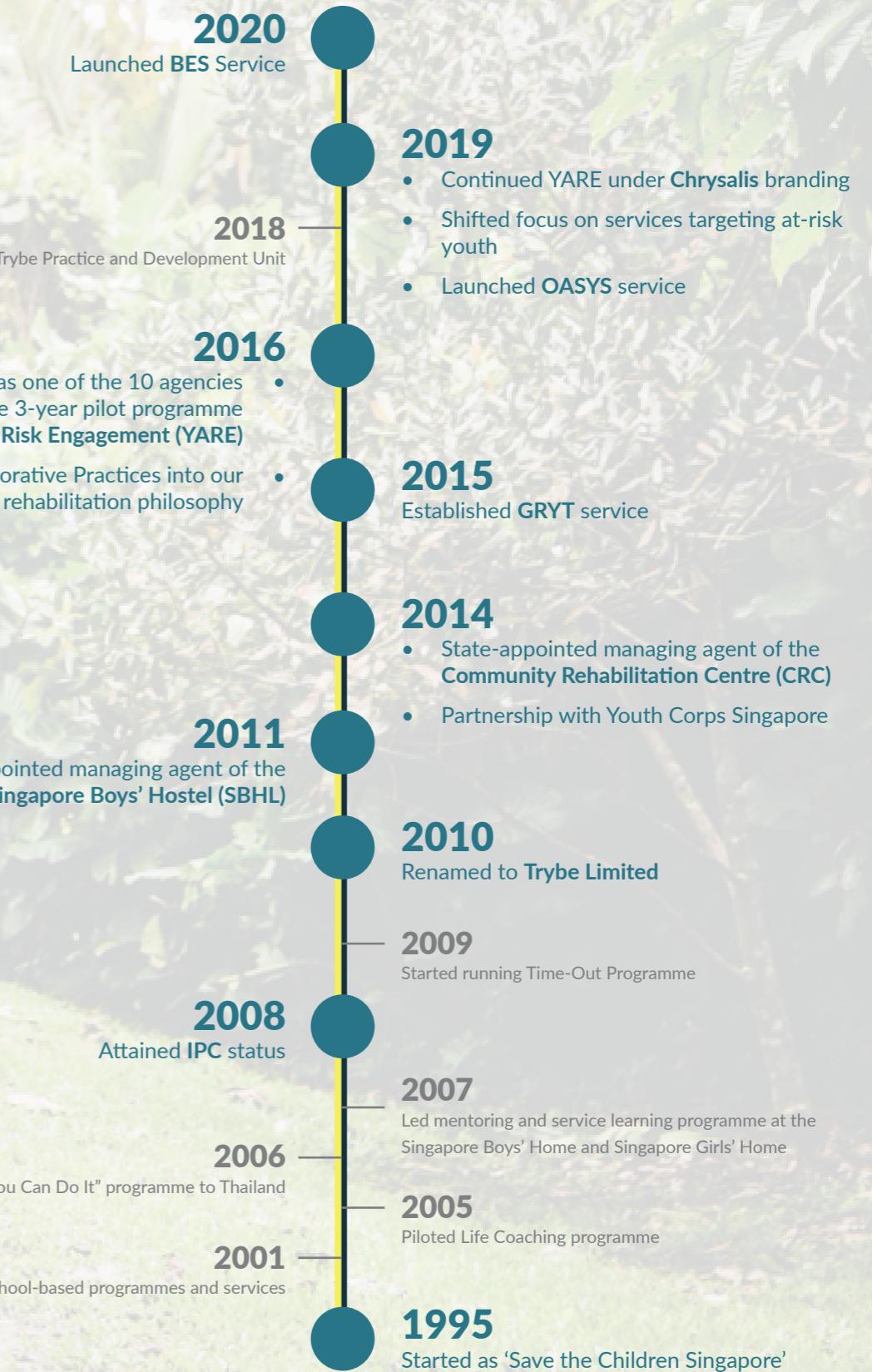


## Goal 3: Improve Trybe's Practice

This goal looks into producing excellent services to meet the needs of the clients and stakeholders that the Company serves. It focuses on i) enhancing the effectiveness and efficiency of services, and ii) expanding the services provided.



# Trybe's Milestone





# CHAIRPERSON'S MESSAGE

CO-FOUNDER AND CHAIR  
**RACHEL ONG**

2020 was an unusual year with many uncertainties. But it was also a significant year for Trybe as we celebrated 25 years of serving the youth population in Singapore.

Trybe was first established in 1995 as Save the Children Singapore. Through the many years of providing school-based programmes, we found our niche in serving the youth who are faced with adversities. We recognise that these youth have greater needs and require different levels of support. At Trybe, we are committed to journey with them; and we believe that no one should be defined by their past. With guidance and support, every youth can write their own success story.

Despite it being a challenging year, there were many significant highlights that happened in Trybe that made 2020 a remarkable year for us. The team also worked tirelessly to continue serving the youth and families under our care.

## Trybe's First 3-Year Strategic Plan

Trybe developed our first 3-year strategic plan that sets the direction for the Company moving forward. It is an exciting and elaborate plan that focuses on our people, services and clients. We believe that Trybe can grow and create a greater impact to the youth and their family.

### Improving the Lives of Youth in Singapore

Over the many years of working with youth, we saw a growing need in support for youth's career development. Due to their young age and circumstances, most of our youth end up taking on jobs that lack career progression or potential to develop financial independence. Trybe launched our Building Eco-Systems (BES) Service – a new reintegration service that develops a structured career path for youth. This is a collaboration with National Centre of Excellence (NACE) for Workplace Learning to provide a service that equips youth with employability skill and exposure to different employment opportunities.

We were also honoured to have hosted President Halimah Yacob at our office; and shared with her more about Trybe and the impact we bring to the lives of the youth. President Halimah spent her time interacting with our youth and their families, listening to their stories and encouraging them. We ourselves were reminded by her that every youth lost is a loss to the society and that gave us greater strength to press on.

### Aligning with United Nation's Sustainable Development Goals

As an advocate for all young people regardless of their background and circumstances, we believe that every youth deserves a sustainable, safe and protected society. Trybe is aligned with the United Nation's Sustainable Development Goals where we ensure that our services are anchored to taking care of youth's health and well-being, to giving youth access to quality education and decent work, and enabling them to financial stability and independence in the future.

In the past 25 years, Trybe has journeyed through with youth and supported them to be their very own success story. Our achievements today would not have been possible without the support and trust of the different ministries, our generous donors, corporate partners, volunteers and dedicated staff. Trybe will continue to be that light that shine brightly for our youth in Singapore.





## CHIEF EXECUTIVE'S MESSAGE

### CHIEF EXECUTIVE NICHOLAS LEE

2020 was a year like no other for Trybe. For our youth, staff, and stakeholders, it was a year of resilience — a year that called for new ways of thinking, living, and serving. Our mission to journey with youth facing adversities has never been more critical.

When the COVID-19 pandemic hit, our commitment to serving the youth never wavered. Prior to the nationwide circuit breaker, we swiftly implemented our business continuity plans and shifted to split team and work from home arrangements. We were able to continue working with the youth and their families, while keeping our staff and clients safe.

As advocates for young people, our team has increased our efforts to provide better services for the youth population. We secured government funding and grants that would allow more youth and families to benefit from Trybe's services. Having recognised the gap in providing long-term job placement support for disadvantaged youth, Trybe launched Building Eco-Systems (BES) — a reintegration service that helps youth plan and prepare for a sustainable career path.

We have also seen the spirit of giving in the community. We are grateful for the different individuals and groups that stepped up and approached us to offer their time, talents, and resources to the youth, despite the restrictions on face-to-face engagements.

This year, we also developed our first strategic plan that helps us to be clearer about Corporate objectives and direction to be achieved over the next three years. A strategic planning committee composed of staff across the Agency has been formed not only to keep our daily operations aligned but also to foster a culture of collaboration and open communication within the team. Focusing on people, practice, and position, our strategic plan serves as a strong compass to improve our work and services.

We also reached a key milestone this year. Albeit a quiet one, Trybe celebrated its 25 years of serving young individuals. Moving ahead, we will strive to serve more and respond to the ever changing needs of the youth population in Singapore.

I am glad that as a team, we are able to serve the youth, even when all of us are coping with the realities of the pandemic. I look forward to another year of helping our colleagues, our friends and our young people navigate through life, overcome adversities, and write their own success stories.



# BOARD OF DIRECTORS



## Chairman

### Ms Rachel Ong

Director since 9 January 2001

Appointed Chairman on 27 May 2015

Ms Rachel Ong was the Director who launched Trybe's new phase of growth since 2001. She has been pivotal in the development of Trybe to what it is today. Her passion for honouring people and results has been critical to Trybe's development and growth.

Dedicated to culture building, Rachel has spent more than 2 decades in the learning and development space. Through ROHEI, the company she founded, she has partnered over 100 organisations and worked with Senior Leaders in banking and finance, manufacturing, family enterprise, education and the public sector in Singapore and China.

As the incumbent Chairman, Ms Ong continues to lead the Board with passion, dedication and foresight, developing networks and making links to widen the horizon and scope for the executives at Trybe.

## Director

### Mdm Wong Kee Yin

Director since 17 November 2015

An advocate of innovation, change, and experiential approach to learning, Mdm Wong Kee Yin has been providing unwavering support and commitment to Trybe since 2001.

With her 20 years of experience in the learning and development industry, she is highly regarded for her advice on the organisation's growth and development. She is currently the Deputy Chief Executive at ROHEI, a learning and consulting firm and has consulted with government agencies and local and global companies to help build a culture of change and innovation.

Having been invited to speak and moderate at notable platforms such as IAL's Adult Educator Learning Day and CIPD-IHRP Think Tank Roundtable 2018, she was also invited to contribute to the framework development for training and adult education sector by SkillsFuture Singapore.

## Director

### Mrs Pamelia Lee

Director since 2 November 1995

Mrs Pamelia Lee was the founding Chairperson of Trybe Limited. She was key to rallying support to set up the charity in the beginning.

Over the past decades, Mrs Lee has contributed significantly to Singapore's Heritage and Tourism as she led the conservation and development of some of the country's major landmarks.

A visionary keen on restoration and rehabilitation, Mrs Lee has developed networks to advise on the work that Trybe does. Actively, she continues to provide guidance and rallies support and fundraising efforts for Trybe.

## Director

### Mr Daniel Ng

Director since 6 September 2007

An experienced banker, Mr Daniel Ng has brought sound financial management advice to the Board and to the executives at Trybe. He started his volunteering as a Life Coach in 2005; and since then been involved in growing the fund raising efforts in Trybe through his own network of friends and family.

Mr Ng is currently a Managing Director at BNP Paribas. He has over 25 years of banking experience in international corporate and investment banking covering a wide range of industries and financing activities including asset finance, leverage and acquisition finance, trade finance, debt restructuring, and loan syndication at international and Asian financial institutions in Hong Kong, Malaysia and Singapore. Mr Ng also sits on the South East Asia committee of the International Trade and Forfaiting Association (ITFA), a worldwide trade association for companies, financial institutions and intermediaries engaged in global trade, forfaiting, supply chain and receivables financing.

## Treasurer

### Mdm Julia Wong Fei Yen

Director since 1 June 2007

Appointed Treasurer on 25 May 2019

Mdm Julia Wong Fei Yen is an authority in communications, public affairs and public relations.

She has brought her experience in the public service to Trybe to implement strong governance and best practices within the organisation to strengthen further Trybe's position in the Social Service Sector.

Mdm Wong is currently Senior Director for Community Partnership and Communications Group at Ministry of Home Affairs, the post she assumed in late 2020 after serving as Senior Director for Corporate Communications & Press Secretary to Minister, Ministry of National Development.

## Director

### Ms Ingrid Christina Hanson

Director since 12 July 2000

Ms Ingrid Christina Hanson has actively supported the vision of Trybe since its inception, first as a volunteer organiser and later as a Board Member. Ms Hanson served as a key advisor in creating the Singapore Boys' Hostel program; and remains passionately committed to strengthening family ties and is an advocate of the "Many Helping Hands" approach to help young people find inspiration and succeed in life. Ms Hanson works to connect Trybe with collaborative partners and champions to support the long term success of the youth in Singapore.

Ms Hanson holds graduate degrees from SOAS, University of London and Baylor University (in History of Art and Archaeology and International Management), and undergraduate degrees (in Business and Journalism) from Baylor. She has extensive experience in the fields of music education, Asian ceramics, and focus event organisation. Ms Hanson currently serves also on the Board of a private equity firm that invests in employee buyouts in middle market companies.

# Board Matters

## Board Composition

The Board of Trybe Limited shall comprise of Directors who are suitably qualified.

The Board shall comprise of the following office bearers, minimally:

**Chairman** *The Chairman provides leadership to the Board, ensures the effective action of the Board in governing and supporting Trybe, and oversees Board affairs. The Chairman acts as the representative of the Board as a whole.*

**Treasurer** *The Treasurer manages the Board's review of, and action related to, the Board's financial responsibilities. Where necessary, the Treasurer may work directly with the finance executives to develop and implement appropriate financial procedures and systems.*

**Secretary** *The Secretary maintains records of the Board and ensures effective management of corporate records.*

## Appointment of Directors / Board Members

Directors and/or Board Members may be appointed at any time with the requisite documentary evidence.

Potential candidates for Directorships should be presented to the Board, reviewed by Board members and finally approved and appointed by the Chairman (or his/her designated representative in his/her absence).

## Term of Appointment of Directors / Board Members

As a guide, all appointments and terms of appointment of Directors shall follow that stipulated in the Constitution.

A Letter of Appointment detailing the position and commencement date shall be issued by the Chairman to all newly appointed Directors/Board Members. The signed Letters of Appointment shall be kept by the Secretary or Chief Executive, and/or his/her authorised officers, on behalf of the Chairman.

The Treasurer of the Board may hold office for a period of not more than four (4) consecutive years.

## Reappointment of Directors / Board Members

The reappointment of Directors shall also follow conditions which are stipulated in the Constitution.

Re-appointment to the office of the Treasurer will be subjected to a lapse of one (1) year.

## Board Duties

Each Director / Board Member may be assigned a specific task or duty, as appointed by the Chairman. These may include, but are not limited to, Project Directors, Chairmen or Members of any Sub-Committees.

## Succession Planning

The Board recognises the need for succession planning for Directors / Board Members including Directors holding key positions, such as the Chairman, Secretary, Treasurer. This is factored in the sourcing and appointment process for new Directors. On an annual basis, the Board reviews the remaining term of appointments of the key positions of Chairman, Secretary and Treasurer and proposes candidates to take over these positions in due course.



## Board Self Evaluation

The Board will conduct a self-evaluation regularly and it shall review the results of the self-evaluation during the Board Meetings and make decisions and take actions to address areas that need improvement. The manner and/or format of the evaluation will be designed by the Chief Executive with the guidance of the Chairman.

## Board Training

Directors / Board Members undergo periodic training to improve their knowledge and skills to effectively carry out their duties and bring them current on governance issues.

## Remuneration of Directors / Board Members

Members of the Board of Directors do not receive remuneration for their services.

## Conflict of Interest

All Directors / Board Members of the Company make annual declarations of conflict of interest(s). There were no recorded conflict of interest in the Company during the reporting period.

## Meetings and Board Member Attendance

| Name of Board Member       | Attendance | Board Meeting (23 May 2020) | Annual General Meeting (23 May 2020) | Board Meeting (26 Nov 2020) | Extraordinary General Meeting (26 Nov 2020) |
|----------------------------|------------|-----------------------------|--------------------------------------|-----------------------------|---|
| Ms Rachel Ong Sin Yen      | 4 of 4     | Yes                         | Yes                                  | Yes                         | Yes   |
| Mr Daniel Ng Lok Man       | 4 of 4     | Yes                         | Yes                                  | Yes                         | Yes   |
| Mdm Wong Kee Yin           | 4 of 4     | Yes                         | Yes                                  | Yes                         | Yes   |
| Mrs Pamelia Lee            | 2 of 4     | Yes                         | Yes                                  | No                          | No  |
| Ms Ingrid Christina Hanson | 4 of 4     | Yes                         | Yes                                  | Yes                         | Yes   |
| Mdm Julia Wong Fei Yen     | 2 of 4     | No                          | No                                   | Yes                         | Yes   |

## Disclosure for Terms of Directorships Beyond 10 Years

There are 5 Members of the Board of Directors who have served for more than 10 years. Trybe is privileged to have engaged Board Members of diverse backgrounds, personally and professionally, and became the strongest advocates and great ambassadors for all its causes all these years. Trybe will continue to examine the benefits of keeping long tenured Board Members.

## Board Sub-Committees

The Company has established three (3) sub-committees, namely, Audit, Human Resources and Fundraising, with their respective Committee Chairman, Members and Terms of Reference as appropriate.

### Audit Committee

The Audit Committee facilitates the external and internal audit of Trybe Limited, for the Board to obtain independent information about Trybe Limited's activities. The Treasurer shall not concurrently chair the Audit Committee.

The Audit Committee should meet often enough to undertake its role effectively, and schedule to meet not less than twice a year. In addition, the Chairman of the Audit Committee will call a meeting of the Audit Committee if so requested by any member of the Audit Committee, the Chairman of the Board or the external auditor of the Company.

### Human Resources Committee

The Human Resources Committee of Trybe Limited has been established to perform the following functions:

- i. Providing guidance and advice to the executive in drafting and/or revision of Human Resources Policy for Trybe Limited;
- ii. Providing guidance and advice to the executive when reviewing job descriptions;
- iii. Providing guidance and advice in establishing a salary structure, and annually reviewing staff salaries, and reviewing the benefits package.

While the Human Resources Committee of Trybe Limited does not perform the role as Grievance Board for employee complaints, all complaints against staff and senior management are made directly to the Human Resources Department and/or Chief Executive. The Human Resources Committee of Trybe Limited, however, will hear cases and/or act when formal written grievances against the Chief Executive is made.

The Human Resources Committee should meet often enough to undertake its role effectively, and schedule to meet not less than twice a year. In addition, the Chairman of the Human Resources Committee will call a meeting of the Human Resources Committee if so requested by any member of the Human Resources Committee, the Chairman of the Board or the external auditor of the Company.

### Audit Committee

|          |              |                       |
|----------|--------------|-----------------------|
| Chairman | Mr Daniel Ng | Appointed 25 May 2019 |
|----------|--------------|-----------------------|

|        |                  |                       |
|--------|------------------|-----------------------|
| Member | Mdm Wong Kee Yin | Appointed 18 May 2018 |
|--------|------------------|-----------------------|

### Human Resources Committee

|          |               |                        |
|----------|---------------|------------------------|
| Chairman | Ms Rachel Ong | Appointed 23 June 2008 |
|----------|---------------|------------------------|

|        |                 |                        |
|--------|-----------------|------------------------|
| Member | Mrs Pamelia Lee | Appointed 23 June 2008 |
|--------|-----------------|------------------------|

### Fundraising Committee

|          |              |                            |
|----------|--------------|----------------------------|
| Chairman | Mr Daniel Ng | Appointed 26 November 2020 |
|----------|--------------|----------------------------|

|        |                  |                            |
|--------|------------------|----------------------------|
| Member | Mdm Wong Kee Yin | Appointed 26 November 2020 |
|--------|------------------|----------------------------|

### Fundraising Committee

The Fundraising Committee of Trybe Limited has been established to perform the following functions:

- i. Advises the Board on any fundraising matter.
- ii. Provides the direction for the development of fundraising strategies for the Company.
- iii. Implements, monitors and evaluates the fundraising strategy once it is adopted.
- iv. Identifies potential donors / funders.
- v. Leads the planning of certain fundraising activities, such as Gala Dinners, Charity Golf, etc
- vi. Assists in recruitment, engagements, and appreciation of donors / funders.

The Fundraising Committee does not take actions or make decisions on behalf of the Company unless specifically mandated by the Board. The Committee will make recommendations to the Board on all matters requiring a decision.

The Fundraising Committee should meet often enough to undertake its role effectively, and schedule to meet as and when necessary.

# ORGANISATION STRUCTURE

## BOARD OF DIRECTORS

## CHIEF EXECUTIVE



**Chief Executive**  
**Mr Nicholas Lee**  
Appointed on 1 April 2005

Nic holds a Post-Graduate Degree in International Political Economy and has worked in public service and the finance sector before joining Trybe in 2005. He has played a crucial role in setting in place organisational systems, processes, and policies that govern the work of Trybe.

Under his leadership, Trybe attained the IPC status and became the managing agent of two institutions; Singapore Boys' Hostel (2011-present) and Community Rehabilitation Centre (2014-2020). Trybe also launched new services; Chrysalis, GRYT, OASYS, and BES, focusing on individual intervention, rehabilitation, after-care, and reintegration support for the youth. In 2019, Nic also led the Company to put up an alternate report to the United Nations Committee on the Rights of the Child.

Since his undergraduate years, Nic has dedicated a significant amount of his time serving the community—from volunteering with various grassroots bodies to joining the National Steering Committee on Youth Mentoring.



**Chief Secretary and Head, Corporate Services Division**  
**Mrs Cristela Yeo**  
Appointed on 1 January 2018

As the Head of Corporate Services Division, Cristela's role is critical to the effective and efficient functioning of Trybe. On top of running Corporate Services' daily operations, she endeavours to maintain positive, professional and trusting working relationships within Trybe.

While overseeing employee relations and welfare is no easy task, with an eye for detail and her warm personality, Cristela ensures, through adoption of market's best practices and processes, that services in corporate governance, administration, finance, human resources and IT are delivered to all of Trybe's stakeholders in the highest of quality.

She graduated with a Bachelor of Science in Commerce and majored in Accounting. Her extensive experience in office administration and as a personal assistant to high net-worth individuals before joining Trybe has equipped her with valuable skills to deal with the day-to-day running of the offices and to keep them shipshape. Cristela is also a Certified Change Management Practitioner.



**Head, Strategy & Development Division**  
**Mr Vimel Rajoo**  
Appointed on 1 February 2019

Working at Trybe is Vimel's first full-time job. He has served several different roles before his appointment as the Head of Strategy & Development Division. Prior to Trybe, Vimel has been volunteering his time in other SSA's and Charities.

As the Head of the Strategy & Development Division, Vimel assists the Chief Executive with developing, communicating and executing Trybe's strategic initiatives. A key part of the division's work includes directing the organisation to achieving its mission, and strengthening the organisation through business development and innovation.

Vimel graduated with a Master of Social Work and a Master of Business Administration. He is a certified Project Management Professional, Certified Change Management Practitioner and Certified Data Protection Practitioner. Vimel also has a Post-Graduate Diploma in Communications and Innovation and an Advanced Award in Organisation Design and Development.



**Head, Singapore Boys' Hostel**  
**Ms Yeo Bee Lian**  
Appointed on 1 January 2018

Bee Lian worked at another Social Service Agency before joining Trybe in 2010. Armed with a Bachelor's Degree in Social Science (Psychology) and a Certified Change Management Practitioner, she led the Community Youth Services (CYS) before heading Singapore Boys' Hostel (SBHL).

In the SBHL, she oversees all aspects of the rehabilitation work for youth probationers. At CYS, she and her team worked at building young people's capacities to lead and to serve the community, and reached out to youth-at-risk and young offenders.

With many years of experience in the social service sector, her leadership has seen CYS grow from a single department to three.

## EXECUTIVE TEAM REMUNERATION, BENEFITS AND CONFLICT OF INTEREST

No staff of the Charity is involved in setting his own compensation, increment, and bonus.

The Charity has no paid staff who are members of the family of the Chief Executive nor Directors / Board Members during this financial year.

There were no recorded conflict of interest in the Company during the reporting period.

## REMUNERATION OF TOP THREE KEY EXECUTIVES

| Salary Band                     | Number of staff |
|---------------------------------|-----------------|
| Between \$100,000 and \$200,000 | 1               |
| Below \$100,000                 | 2               |

These 3 staff nor any staff of the Charity serve as Board Members of the Charity.



# OUR SERVICES

Chrysalis 01

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OASYS 02

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GRYT 04

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BES 05

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SBHL 06

# TRYBE'S CONTINUUM OF SERVICES

Our services are instrumental in helping youth map out and embark on their new life journeys. The programmes not only equip our clients with life skills, but also illuminate an alternate pathway lined with opportunities for a better future. This vision of a new, different life path is crucial in allowing youth to see that they have something promising to work towards, and that illicit habits are not the only escape from their existing reality.



## INTERVENTION

Individual Casework services for disengaged at-risk youth, who face risk of dropping out of school and offending.

CHRYSALIS SERVICE

OASYS SERVICE



## REHABILITATION

Residential Programmes in institutions to rehabilitate and reintegrate youth; Family-Child Restoration Work.

SINGAPORE BOYS' HOSTEL

OASYS SERVICE



## REINTEGRATION

Services for discharged youth offenders to provide sustained support to minimise re-offending.

GRYT SERVICE

OASYS SERVICE

BES SERVICE

EVERY YOUTH  
A SUCCESS STORY

# CHRYsalis SERVICE



## YOUTH PRESENTING AT-RISK BEHAVIOURS

Chrysalis aims to steer at-risk youth away from at-risk behavior, provide support for youth experiencing mental health symptoms, improve their family relationships and help them stay in school



### ABOUT CHRYsalis

Chrysalis is a community-based intervention service, working with youth presenting with at-risk behaviours. The service involves assessing the youth and their families' needs, behaviours and interactions, which provide a holistic understanding of the issues. In the course of case intervention, caseworkers will engage the family in committing to and supporting the process.

### OUR APPROACH

**Real change is not just behaviour modification but intrinsic motivation**

Chrysalis adopts a collaborative approach in working with schools, employers and community partners to enhance the intervention. This intrinsic motivation or decision-making can only be influenced by connecting with the needs of the youth, i.e. attending to the emotions. Therefore, caseworkers will invest time in building a trusting relationship as the key foundation of the intervention.



## Our Clients

Chrysalis targets youth between 13 to 19 years old who presents behavioural risks, psychological or emotional needs.

Our clients may come from families who have tried various ways but are unable to communicate or connect with them, hence facing challenges in connecting them to help channels.

## Our Goals

Chrysalis targets to achieve the following 7 outcomes. As needs and impact of intervention varies between youth, not all of the outcomes are expected to be met by the client. The 7 intended outcomes are:

- Reduced offending risk behaviours
- Increased mental and emotional resilience
- Increased coping strategies and skills
- Improved familial and social interaction
- Improved network of community support (such as mental health resources)
- Increased abilities to engage with purposeful activities (such as school or work)
- Increased help-seeking behaviour



## Strengthening Family Ties

We believe that a strong family bond is essential to a youth's journey. To achieve that, we carry out activities that strengthen family ties and promote family time.

**Chrysalis is designed to reach out to the youth in their organic environment**

With the aim to reduce the barriers in the help-seeking process, our caseworkers reach out to their clients in environments that are familiar and comfortable to them. It is important to also engage clients and their families in activities together. This intervention method allows family members to understand the youth better, thus improving the family relationship.

# OASYS SERVICE

## OVERCOMING ADDICTIONS SECURING YOUTH'S SUCCESSES (OASYS)

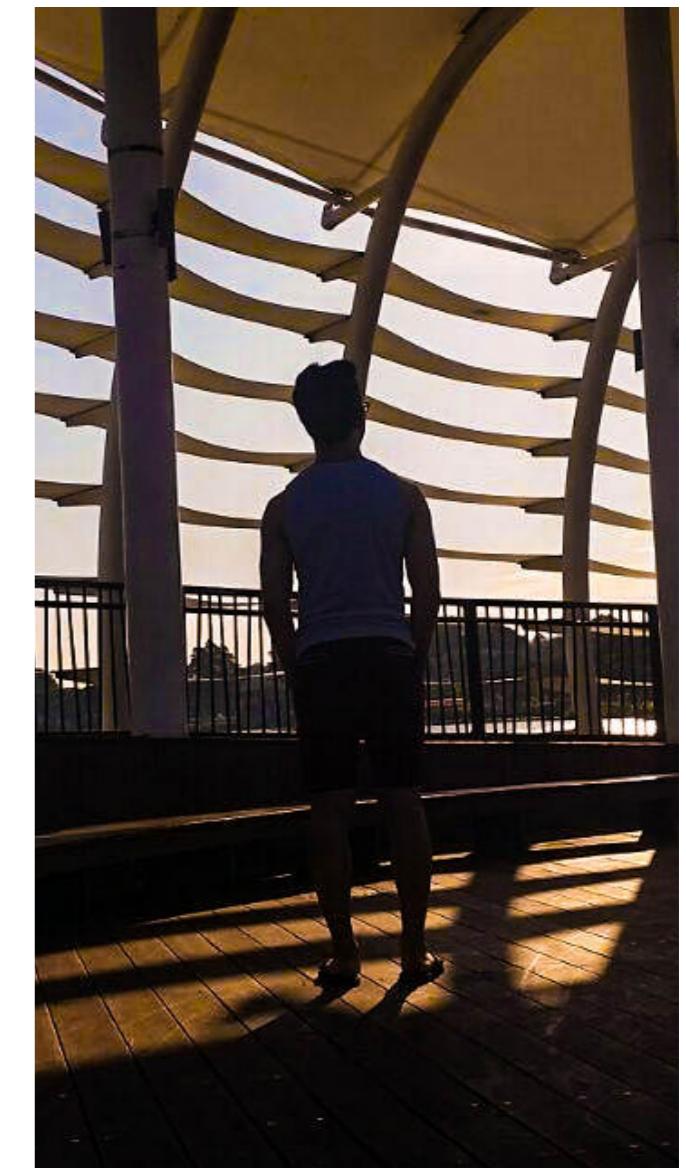
OASYS aims to provide treatment to the youth at where they are, helping them to steer away from substance dependency.

### ABOUT OASYS

Project OASYS is an integrated system of care focusing on a holistic community-based service. It consists of outreach and engagement, case management and treatment services for youth who struggle with drug-related issues. Through the treatment, the youth will be equipped with strategies to cope with dependency and prevent relapse.

**Stigmatization against drug users have acted as a barrier for youth to seek help**

Very often, the stigmatization against drug users and the modality of treatment have acted as a barrier for youth to seek help. Therefore, by providing the treatment programme at the youth's organic setting, it lowers the barrier of entry to seek help. It would also increase the effectiveness of the treatment simultaneously, as youth are able to apply what they have learnt with all the environmental factors being factored in.



# Our Clients

OASYS targets youth between 11 to 21 years old who are exposed to or currently engaged in substance addiction or who require extended help after prior substance addiction support and treatment.

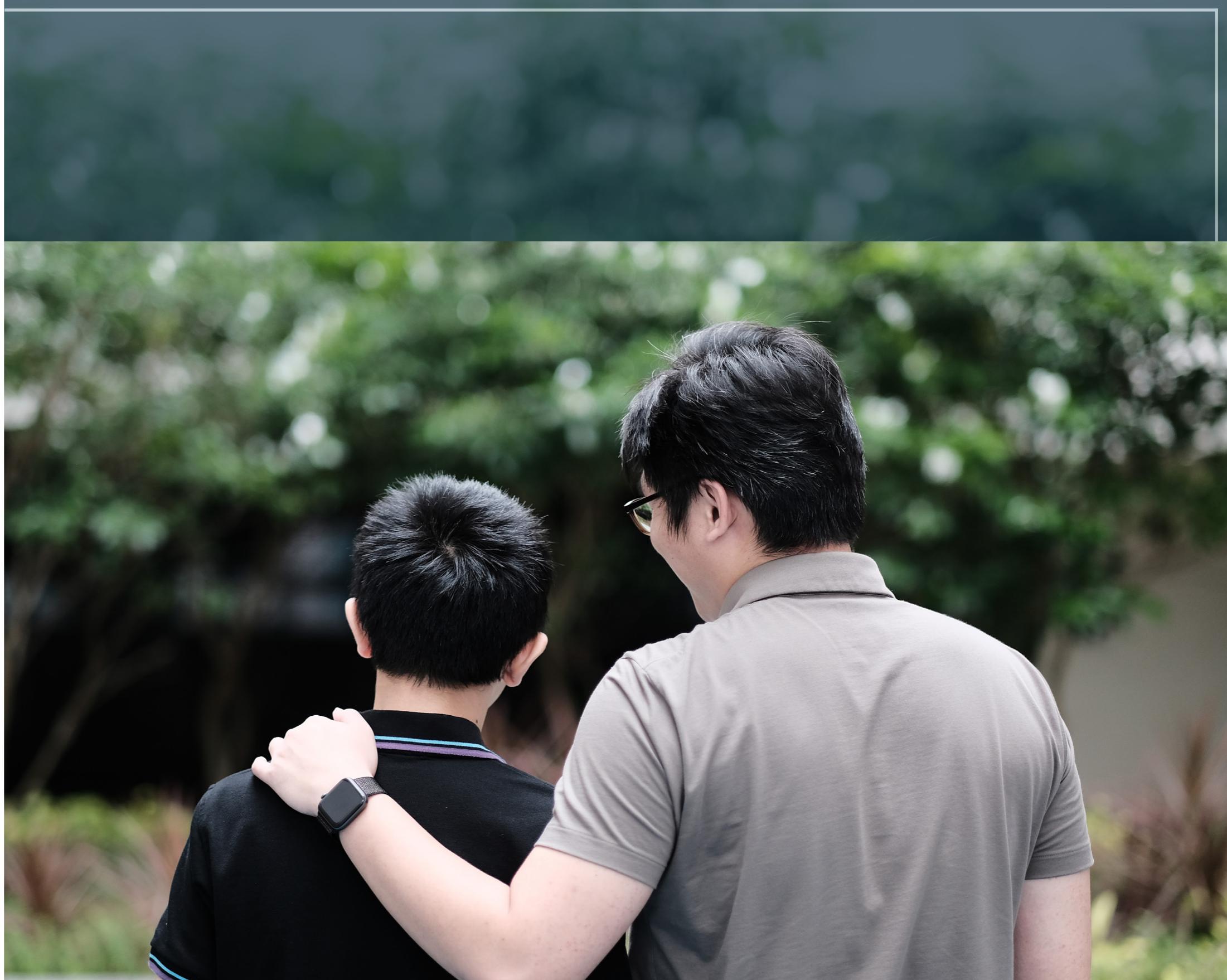
# Our Goals

- Lead at-risk youth towards a purposeful and substance/drug-free lifestyle through community outreach and psycho-education, treatment and recovery.
- Create early prevention awareness among youth through our outreach platforms for substance addiction problems before they are deeply involved in it
- Help reduce recidivism rates

## Journeying with youth to seek help

Youth that have substance addiction often feel lost and confused. They face a lot of stress and emotional pressures. Thoughts of changing or seeking help would have come across their minds but they fear the judgement people might pass on them.

At Trybe, we want to create a safe space for our youth. We want to encourage them to seek the help they need, journeying with and guiding them towards the right channels of help. We build trusting relationships with youth so that they will feel safe to come out and seek help.



# GRYT SERVICE



## GROWING RESILIENT YOUTH-IN- TRANSITION (GRYT)

GRYT aims to rehabilitate youth from an offending lifestyle and support the reintegration of the youth back into the community

**The transition from a residential institution back to the community can be complex and challenging for a youth**

Very often, due to the difficulties in readjusting and adapting back to the community, youth find returning to their negative coping methods, putting themselves at risk of adverse outcomes. Therefore, with this aftercare service, youth will be able to continue receiving guidance and support during their transition – learning effective ways to readapt and manage stressors. These will in turn cultivate pro-social behaviours and reduce risks of recidivism.

### ABOUT GRYT

GRYT is a 14 to 26-month aftercare service for youth probationers between 13 to 21 years old, discharging from institutional care. It aims to combat recidivism among young offenders by equipping them with skills to build up their resilience to cope with life stressors and also, by providing them with positive opportunities to learn and grow.



# Our Clients

GRYT targets youth between 13 to 21 years old who are transitioning from an institution back to a community.

# Our Goals

- Better rehabilitation outcomes
- Continued support for the youth as they re-integrate into the community
- For the youth to exhibit a reduction in offending behaviour
- For the youth to contribute positively to society



# Celebrating Milestones

We value our relationship with the youth and their families

Celebrating milestones with our youth and their families is a significant aspect for us as we journey with our clients.

As such, our caseworkers would plan birthday celebrations, attend significant events with the youth, and at times organise activities to just have fun and bond.

Some of these activities would include baking, having meals together, sports, and even playing video games.



# BES SERVICE

# BUILDING ECO-SYSTEMS (BES)

BES aims to help our clients make informed decisions regarding their future career.

## Paving *successful career paths* for young people

Trybe sees the importance of journeying with our youth, as working towards a meaningful career is not just about purposefully engaging them, and providing means to develop financial independence. It is key in developing their positive identity as an individual. This is vital, given the life stage of the clients that we serve.

### ABOUT BES

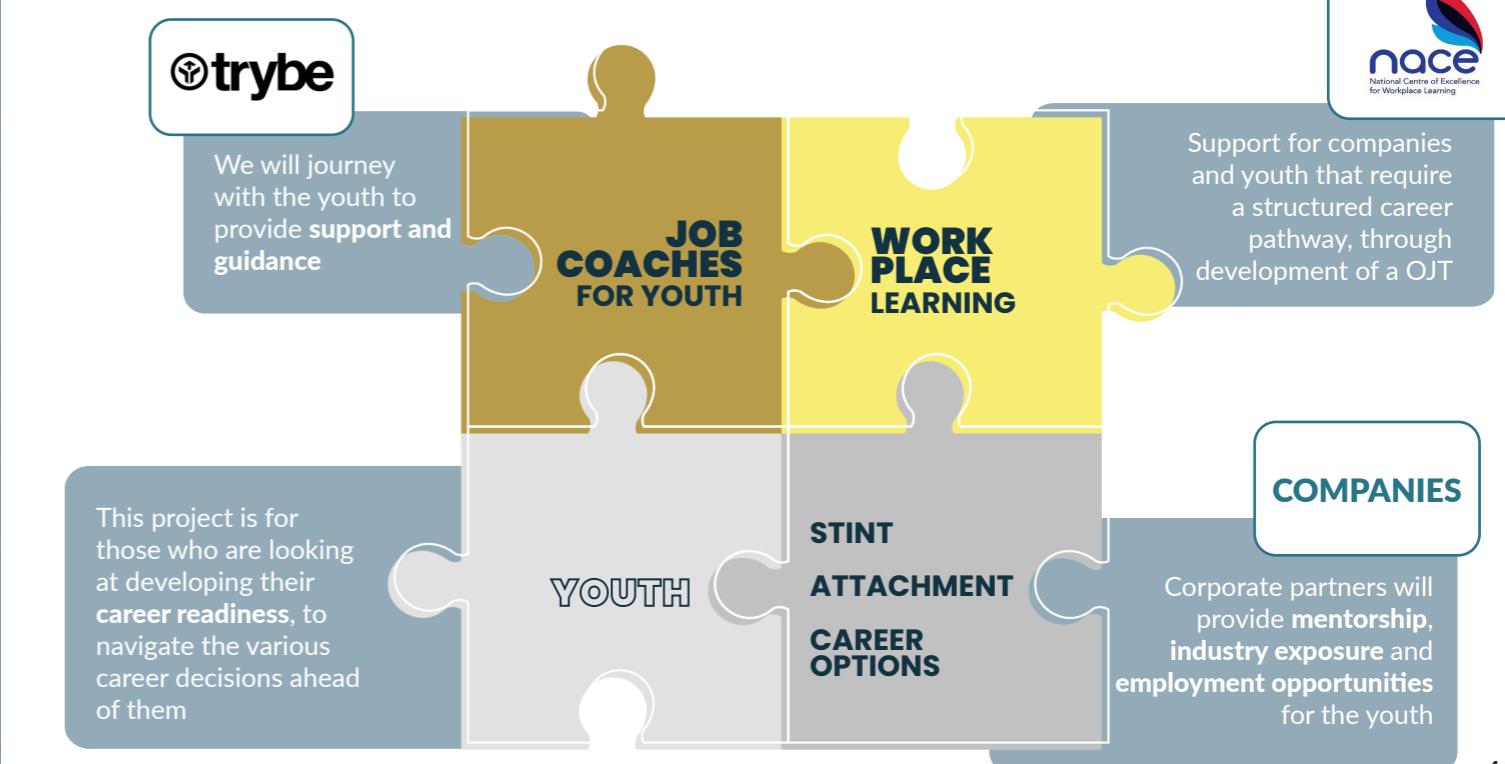
Building Eco-Systems (BES) is Trybe's new reintegration

service that develops a structured career path for youth – allowing them to prepare and qualify for sustainable jobs. We provide individual career coaching for youth throughout the programme. Assessment tools and coaching sessions with our clients support the development of a career profile, guiding targeted job placements, for the development of individualised career readiness.

We work hand-in-hand with industry partners and agencies to help youth develop their personal career readiness, to navigate critical career decisions. Our diverse and strong network of support, avail to our clients wider development opportunities, and strengthen their social capital. Through this programme, we provide long-term guidance as our youth navigate through their future.



Support for companies and youth that require a structured career pathway, through development of a OJT



# THEIR JOURNEY TO SUCCESS

Youth who face adversities deserve an equal chance to succeed in life.

For every young person to thrive, they need to be supported and equipped with the right tools, skills, and mindset. Across our work with at-risk youth in the community, and within institutions, we saw a pronounced need to journey with youth, as they navigate the start of, and transitions within, their career journey.

Due to their young age and circumstances, these youth lack the positive personal and social capital. This has caused many of them to take on jobs that are easily accessible. Such jobs don't require much or any qualifications, therefore, they're common within their social networks. These jobs not only tend to have a freelance salary structure, but also limited career progression and opportunities to save financially.

## JOB COACHING

START HERE

### Assessment and goal setting

Together with their assigned coaches, the youth will learn more about themselves, set their desired goals, and plan how to achieve them.

## INTERVIEW

### Preparation

Once their goals have been set, an interview will be set up with a suitable employer. Coaches will guide the youth through their resume writing, and the interview process.

## TRAINING VIA STINT/ATTACHMENT

### Getting ready for employment

Whether it's for a 3-week stint or 3-month attachment, the youth will gain industry exposure and experience to equip them with career-readiness skills and attitudes, preparing them for career decisions.

## A CALL FOR LIKE-HEARTED ORGANISATIONS

Our BES service is always on the lookout for like-hearted companies that are keen and able to provide youth with opportunities for development or career readiness. We are committed to being a part of the process by working closely with the employers during the journey, ensuring a sustainable pathway for both the youth and the company. While our youth might have had limited access to support and opportunities, given the right platforms and coaching, they have shown to be resilient and passionate in their endeavours.

YOU DID IT!

## WEANING OFF

### GREAT JOB!

We progressively step back, to provide opportunities for them to apply the Personal and Social Capital they have developed during the programme.

## EMPLOYMENT

### Time to put your skills to good use

During their full-time employment, we work with the youth and their employer on progression pathways and skills, focusing on increasing opportunities for their career progression.

# SINGAPORE BOYS' HOSTEL

# SINGAPORE BOYS' HOSTEL

SBHL aims to rehabilitate youth from an offending lifestyle and guide them towards contributing positively to society.

## ABOUT SINGAPORE BOYS' HOSTEL

The Singapore Boys' Hostel is a gazetted institution under the Probation of Offenders Act and exists to house youth who are on probation. Trybe has been appointed by the Ministry of Social and Family Development to manage and run the Hostel since 2011.

**Providing rehabilitation programme that works with probationers towards success.**

We work closely with them towards the long-term outcome of wanting to lead a crime-free life and contribute positively to the society after their discharge. We also aim to increase the level of familial support our youth receive and cultivate positive relationships with pro-social adult figures that will strengthen their chances of completing their probation.

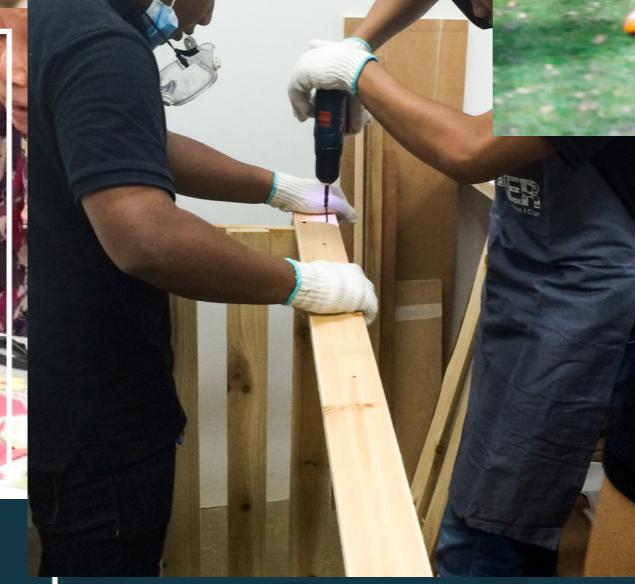
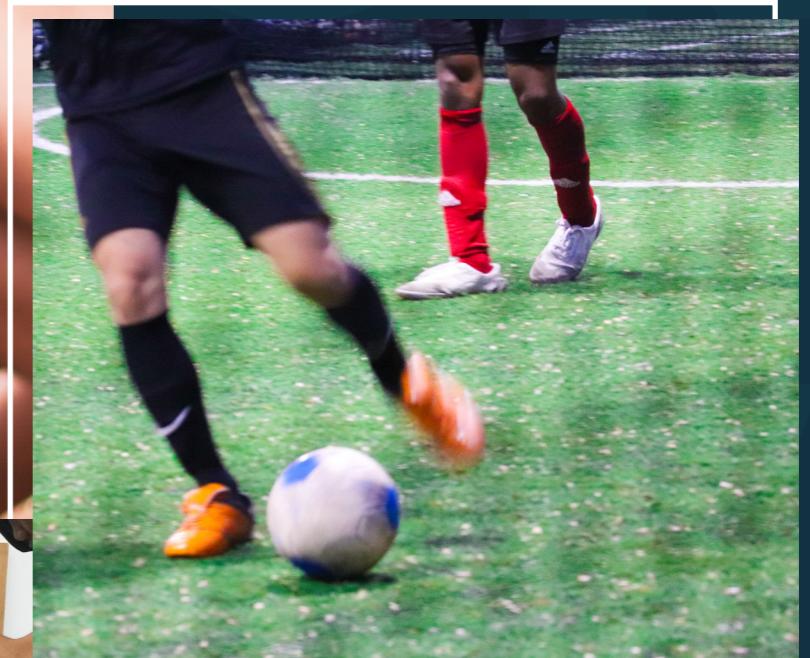


# Our Clients

We serve male youth between 12 and 21 years old who have been placed on probation by the courts with mandated Hostel residency as part of their Probation Order. Our residents are placed in our care for up to 12 months.

# Our Goals

Through their stay in the Hostel, we aim to help our youth lead crime-free lives and contribute positively to society. We also aim to increase the level of familial support our youth receive and cultivate positive relationships with pro-social adult figures that will strengthen their chances of completing their probation.



# Engaging Residents

**Trybe believes in engaging residents in pro-social activities and community.**

At Trybe, we are constantly on a search for meaningful activities to engage the residents with. These rehabilitation and reintegration activities aim to expose their horizons and experiences. We want to provide an avenue for the residents to develop a healthy lifestyle. Rehabilitation and reintegration activities expose the residents to new experiences and coping strategies in a positive community. These programmes are outlined in hopes that they will continue to be involved in such communities. Ideally, leading them to a pro-social group where new skills can be acquired and new relationships are formed.



# 2020 AT A GLANCE

01 Trybe's 25<sup>th</sup> Anniversary

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02 Corporate and Divisional Events

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03 Success Stories

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04 Campaigns and Fundraising Efforts

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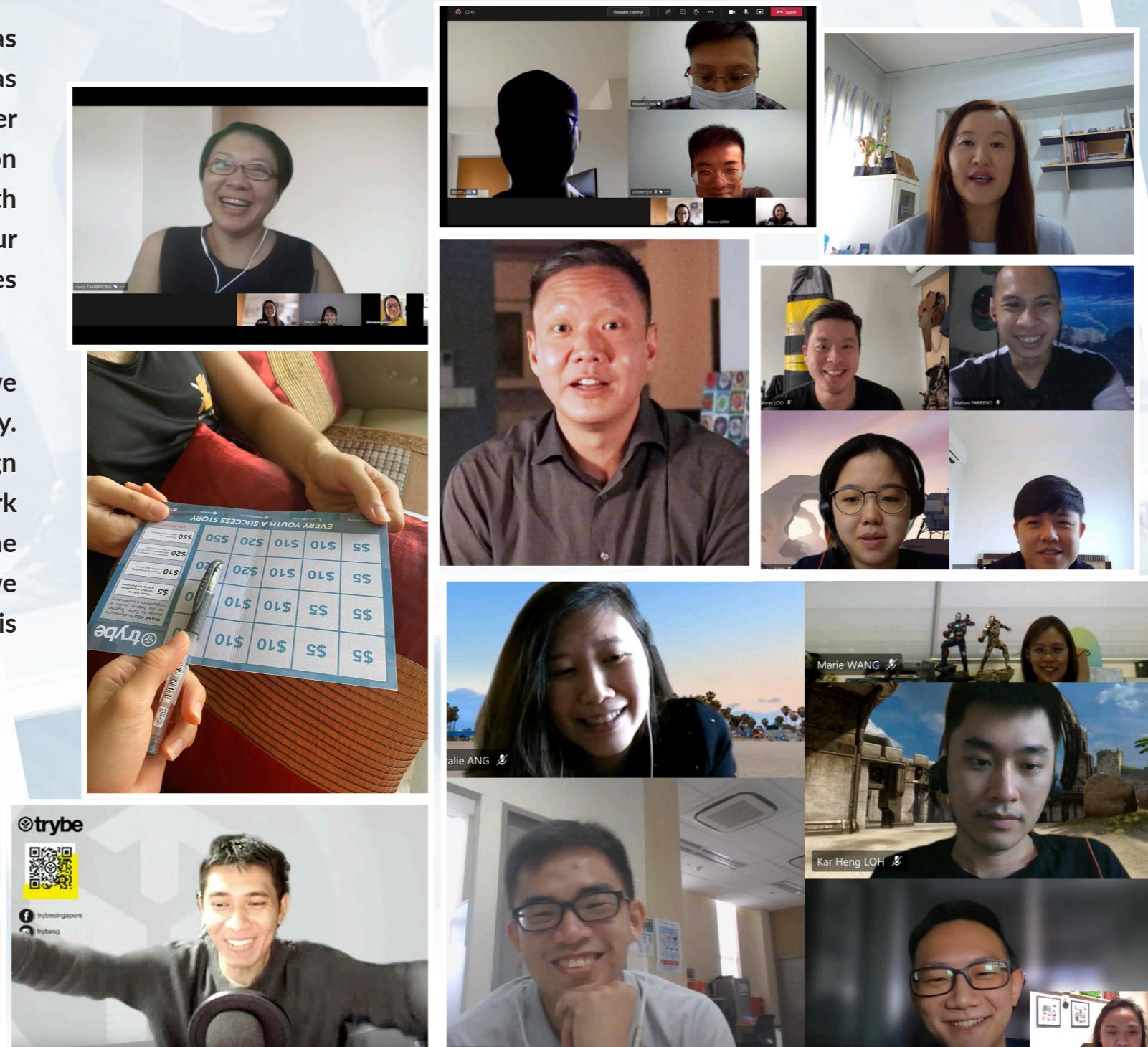
05 Volunteers, Partnerships, Donations

# TRYBE LIMITED'S 25<sup>TH</sup> ANNIVERSARY

02 NOVEMBER 2020

Established in 1995, Trybe Limited has come a long way since its founding as 'Save the Children Singapore'. Over the last 25 years, we have focused on youth work. Believing in Every Youth A Success Story, we have shifted our focus from school-based programmes to services targeting high risk youth.

To mark this significant milestone, we celebrated this anniversary differently. We launched an anniversary campaign aimed to raise awareness of our work and also to appreciate our staff, the heart and soul of Trybe, whom we cannot have reached where we are this year if not for them.



COMING TOGETHER  
TO RAISE FUNDS  
FOR OUR CAUSE

Despite the pandemic, we wanted to make this 25<sup>th</sup> anniversary a very meaningful one, therefore we launched our very first canvassing card. United as one, all of our staff came together to raise awareness and funds for our cause. Each and every staff in Trybe strongly believes that Every Youth is a Success Story. Our staff had fun reconnecting with their friends and family, observing safe distancing measures, after the long circuit breaker. We were also encouraged as we shared about our work and our heart for the clients that we serve. We are glad that we had this opportunity to raise awareness for our youth clients and garner support for them.

## APPRECIATING OUR STAFF

We are grateful for the 25 years of serving our clients and their families through our intervention, rehabilitation and reintegration services. We couldn't have reached this far without our staff and all our supporters.

Recognising the effort of our staff, the supervisors of our team wanted to show their appreciation to their team members. Though the pandemic posed some inconveniences and limitations to what we can do, we worked around them. Supervisors spent some time to craft an appreciation video for each of their team members, thanking them for their hard and heart work.

Our Trybe staff were heartened and appreciative of their supervisors' videos that they also exchanged their heartfelt appreciation for them.

**“We should aim at not losing any youth at all. Any youth we lose is really a loss to society.”**



## PRESIDENT'S VISIT

On 6th November 2020, Trybe hosted Mdm President Halimah Yacob to learn more about our work and engage with some of our clients.

She stressed that early, coordinated help from families and communities play an important role in guiding our youth back on track. Recognising the issues at-risk youth face, Mdm President was comforted to hear that our clients are very optimistic and hopeful and are not left alone to navigate their own paths.

We are inspired by Mdm President's words of encouragement and we are grateful for her support in the work that we do in Trybe.

## CHRY SALIS CLIENTS

Funded by the President's Challenge 2020, Chrysalis is a one-on-one intervention programme, aimed to help youth who present at-risk behaviours and experience emotional needs.

Our clients and their families shared with Mdm President how the Chrysalis Service has helped them improve their familial and social interactions.



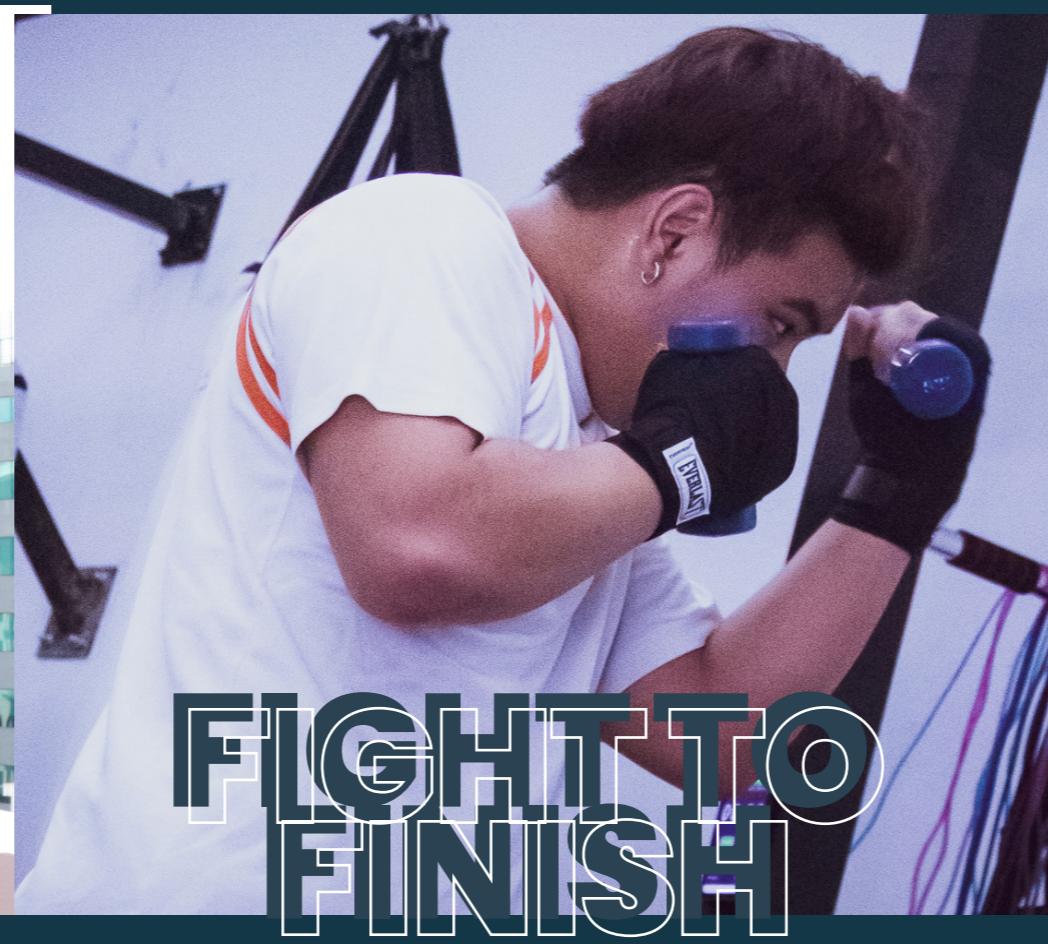
## BES CLIENTS

Accompanied by their Job Coaches, Justin and Nathan, our BES clients shared with Mdm President their hopes and dreams and how BES has helped them in their journey to reaching their goals. Mdm President encouraged our clients to never give up and to always remember their purpose.

MCI Photos are taken by LH Goh

# SUCCESS STORIES

OF 2020



Adli's parents were perpetually absent during his childhood. This led him to become independent, having to learn the ropes of life by himself. Eventually, he started to feel the pressure and resorted to being involved in gangs and consuming substances. As the situation escalated, he got apprehended by the Central Narcotics Bureau.

Shortly after, he met Nathan, a staff in Trybe, who showed him genuine care. He was introduced to one of our services, Building Eco-systems (BES). BES assesses, trains, and matches youth to partnering companies for employment. Adli took up this opportunity and assimilated easily within a few weeks. He was able to contribute to the company and his progress was well noticed. This opportunity has not only equipped him with life skills, but also illuminate an alternate pathway for a better future.

Adli is now surrounded with a workplace that supports and understands him. He is also grateful for Nathan who taught him to manage his temper and continued to support him through his journey.

\*Gene is a smart and humorous young man. However, he had a short fuse that resulted in multiple physical fights. Albeit spending 9 months in the Singapore Boys' Hostel, he was prone to reoffending due to his aggressive and impulsive behaviour.

With the hostel staff's recommendation, Gene was introduced to Trybe's Growing Resilient Youth in Transition (GRYT) service, where he underwent several counselling and therapy sessions with his social worker, Joseph.

As Gene had an interest in boxing, Joseph signed him up with Refeul Gym Academy for boxing classes. Through the trainings, Gene learnt to be more disciplined and determined with his goals.

Today, Gene recognises his anger issues and is determined to change. He does not want his anger to control his life. With the encouragement of Joseph and his family, he strives to control his anger better and fosters a positive attitude towards others and his future.

Being a thrill-seeker who wanted to have fun, Jon was involved with gangs and illicit activities with no concern over the consequences. Eventually, he was sentenced to probation at the Singapore Boys' Hostel, a rehabilitation institution managed by Trybe.

Alex, a social worker, described Jon to be highly distracted by his problems and struggled to get along with others. However, as he got to know Jon better, Alex noticed a shift of mindset from being nonchalant about his future, to taking an interest in the Workplace Literacy and Numeracy (WPLN) assessment. However, on the day of the exam, Jon arrived at the wrong venue which affected his morale. This setback led Alex and Brandon, a youth worker in the hostel, to push Jon harder and urged him not to give up. With the encouragement of our Trybe staff, Jon committed to tuition and was rewarded with excellent results.

Today, he is deciding between progressing in his sales and marketing job or pursuing a career in Sports Science and Management.

## TRYBE STAKEHOLDERS

Building a strong relationship with the community is important in complementing our youth work. We believe that volunteers, donors, parents and other stakeholders are Trybe's essential partners in helping our youth craft their success stories.



**“ I thought that if I had the chance to provide any form of helping hand to the youth, be it directly or indirectly, I should not sit back and do nothing. ”**

**CLARICE KOH | Trybe volunteer**

### How would you describe your volunteering experience?

My volunteering experience to date has been an eye-opener and have given me a lot to be appreciative and grateful for. I felt a sense of mission when I took on my first volunteering task and had set a personal goal to step out of my introvert shell to be more outgoing and act as an advocate for Trybe.

### What was your first impression of the Trybe staff/team?

Due to COVID-19 safety measures, I communicated with the Trybe team remotely. They were always welcoming and friendly from the very start. It felt like I was already a part of this family.

### What was your first impression of the youth before reaching out to Trybe?

I always thought that the youth were less mature and hard to approach. But after volunteering with Trybe, I realized that it's not the case at all! They are also quite mature and actually have a lot of thoughtful ideas that they just did not have the resources and guidance to help put forth into action. A lot of them are good at heart and even though their actions may have been misguided at times, just a little support, patience and having somebody believe in them can work wonders. They deserve care and concern just like any of us.



**“ Youth are worthy investment.**

*We were all young once, which is why we should be embracing every opportunity to guide and support a youth.*

**WU JIAYUE | Trybe volunteer, intern & donor**

### How did your Trybe journey begin?

I knew about Trybe during a volunteering fair in NUS back in 2017 and I was immediately drawn to the Company's cause. After signing up as a regular volunteer, I decided to apply for an internship position at Trybe.

After finishing my internship, I started working full time as a nurse but remained an active volunteer on my off days and in between shifts.

### What motivated you to support Trybe and our youth?

I strongly believe in Trybe's vision; *Every Youth A Success Story*. I had my own issues as a youth to begin with, but I had so many people around me who mentored and guided me during those times. Having that kind of support helped me be the person I am today. For this reason, I am eager to pay it forward and have a positive impact on other young people.

### What made you decide to become a regular donor?

While safety protocols allow less opportunities for volunteers these days, I am still determined to make an impact on the lives of youth by donating regularly.

By doing so, I am able to show my support for the youth even if I don't see them face to face anymore.



**“ With Chrysalis' help, I am now equipped with the right mindset in raising my son. ”**

**MR DANIEL\* | Trybe youth's parent**

### What can you say about your experience with Trybe?

Five months into the Chrysalis service, I have seen how it helped me improve my relationship with my foster son, Ali\*. He's been through a lot, because of this, we were more motivated to have the best relationship with him and the Chrysalis team has been very helpful to us.

### What do you appreciate most about Trybe's Chrysalis service?

Despite the headway we've made, I acknowledge that I am not perfect. But knowing that I can easily reach out to my son's caseworker for advice, gives me and my wife the confidence that we can be great foster parents to Ali.

### Would you recommend Chrysalis to other parents and youth?

It's not easy for some parents to admit that they need external support in raising their children. But with Chrysalis' help, I am now equipped with the mindset that will help me become a better father to Ali.

\* not his real name



**YEO BEE LIAN | Head, Singapore Boys' Hostel**

One of the leaders in Trybe, Yeo Bee Lian is currently the Head of Singapore Boys' Hostel. Bee Lian leads a team of youth workers, residential care workers, and social workers that provides rehabilitation service for male youth sentenced to probation. Together with MSF and community partners, her team works with the youth and their families, guiding them to lead crime-free and purposeful lives.

**What would you consider your accomplishments in Trybe?**

It would be the relationships gained with colleagues, volunteers and youth through Trybe. It's the journey we have taken together in pursuing the vision, however short or long, and the growth that we have seen one another through.

**What are your future goals for the SBHL Division?**

My goal is for us to be a progressive and learning institution that will continue to be bold, pushing our boundaries in providing the best possible environment, resources and guidance for the growth and rehabilitation of every youth and family entrusted to us. I also hope that as we learn and innovate, we will also serve and contribute to the overall betterment of the children-in-care sector.

**What do you think is Trybe's impact to youth and community as a whole?**

I find that Trybe represents the civic society in expressing our belief in the potential of every individual regardless of their past and present circumstances, and providing resources and guidance for them to make positive changes in their lives. In working with these youth who are often labelled as defiant, disinterested or just falling behind their peers, we show that when we lay aside our judgment and take the time to genuinely know and guide them, they are capable of progress and change. I like to think that our impact is inspiring hope and building a more inclusive and accepting community at large.

## BEE LIAN'S TOP 3 MEMORABLE MOMENTS IN TRYBE



Mentoring programme with girls in Singapore Girls' Home, leading to an overseas service learning project in an orphanage



Reopening of Trybe Tampines office cum 22nd anniversary celebration in Nov 2017



2018 Singapore Boys' Hostel Family Night

## 2020 HIGHLIGHTS



In 2020, Bee Lian was chosen to participate in the 2nd cohort of the 40 under 40 leadership programme by NCSS. An engagement and leadership platform for up and coming individuals in the social service sector, 40-Under-40 encourages discussions on empowering and improving the social service landscape in Singapore.

*"Through the dialogue and discussion sessions, I felt challenged to broaden my perspectives, sharpen my intellectual abilities and strengthen my resolve to make a difference where I am. It was good to know that alone we can only do so much, but when there is a genuine shared vision and collaboration, we can do so much more to better lives in our community."*

In the same year, she was also chosen to be Singapore's representative of the Young Southeast Asian Leaders Initiative (YSEALI) Professional Fellows Programme. YSEALI is an overseas exchange programme that initiates cross-border cooperation to solve challenges all over the world. Due to COVID-19 travel restrictions, the organisers have been facilitating a virtual exchange among all participants.

*"I have realised there is so much I have to learn about cross-cultural diversity, inclusive leadership and dreaming bigger. So I'm really grateful to have this opportunity to form these international friendships, and take a step out from what has been familiar and comfortable for me."*



**JACOB SHANMUGAM | Residential Care Worker, Singapore Boys' Hostel**

Jacob, a Residential Care Worker at the Singapore Boys' Hostel (SBHL), is the epitome of a father figure. His passion for serving the youth and his fervour for being a role model to them has touched the lives of many SBHL youth.

**What is your role as a Residential Care Worker?**

As a Residential Care Worker, I attend to the day to day needs of the youth; from making sure that they get their allowance for school or work, looking after their wellness in the hostel, to finding ways to engage them meaningfully. My goal is for them to stay productive.

**Why is it important that the youth are meaningfully engaged?**

Keeping them engaged lowers the chances of having negative thoughts that might lead to trouble and conflicts inside the hostel. But most importantly, activities that are productive and positive contribute to their personal growth. I help them see their idle time as an opportunity to be proactive and learn a skill.

**What motivates you to be the "father figure" in the hostel?**

I have my own children and I always want what's best for them. I will do everything I can to lead them to a purposeful life. It's the same for the hostel boys, I've been entrusted to take care of them so I treat them as my own. They have made mistakes in the past but they have so much potential. I cannot, in good conscience, do nothing to help them be better.

**What is the most valuable lesson you learnt while working in Trybe?**

The more I work with the youth, the more patient I become. Working with them has increased my capacity to understand and care for other people not only at work, but in my personal life as well.

**How is your relationship with the youth who have left the hostel?**

I have maintained a good relationship with all the boys even after they left the hostel. They would still message me and update me about their lives. I'm very proud of how far they've come.



**Gardening with the youth**



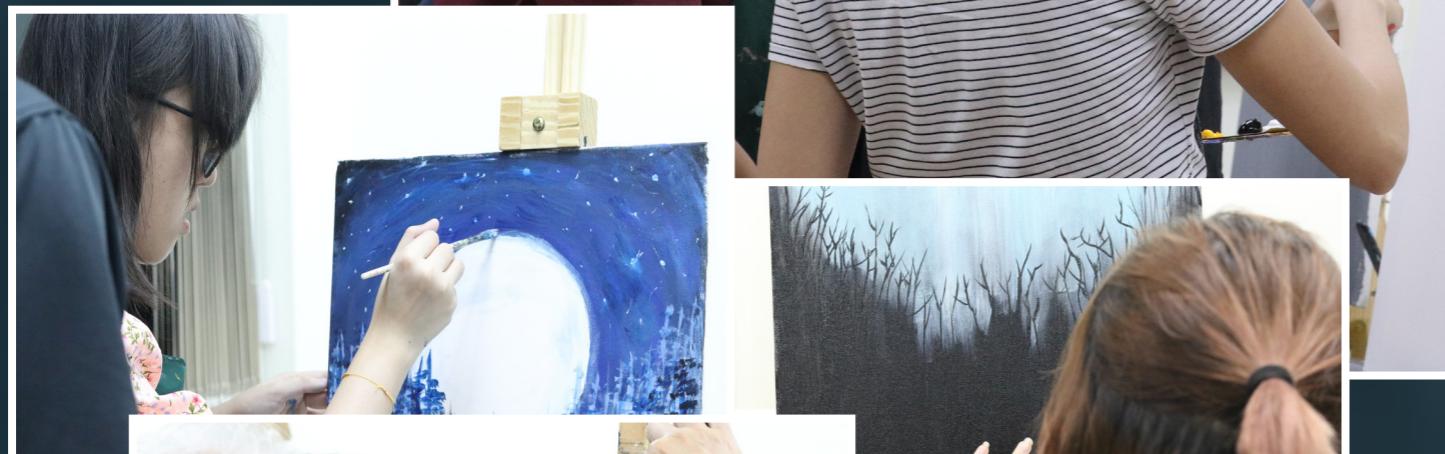
**Hari Raya lunch preparation with the boys**



# HIGHLIGHTS

## ART JAMMING

Two of our clients had an interest in arts and design. An art jamming event was conducted for them and their families. The aim of this session was to help their family members understand the youth better while creating an opportunity for them to bond.



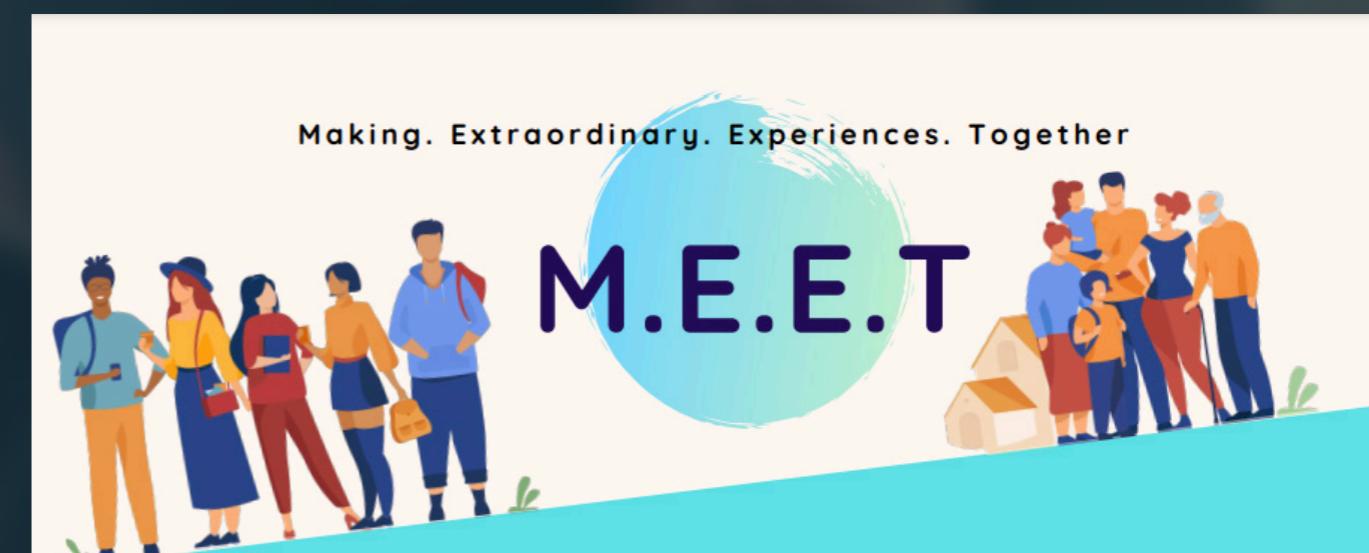
## EAST COLLABORATION COMMUNITY

In 2020, Trybe partnered with Care Corner FSC (Tampines) and SAMH to reach out to the residents living in Simei. This partnership with East Collaboration Community, advocates Happy Families, Stronger Ties, Healthier Minds. We aim to raise awareness that in the heart of a family, relationships and mental wellness bring happiness.

## MAKING EXTRAORDINARY EXPERIENCES TOGETHER (M.E.E.T)

M.E.E.T is the 1st collaboration among communities in the East of Singapore, surrounding the topic on strengthening relationships and increasing knowledge of available resources within the community in the East. Amos Ng, Trybe's Senior Social Worker, was invited to share about "Understanding Adolescents", a topic close

to parents of today's youth. It is a huge adjustment for parents when their children enter adolescence and go through a transitional phase. Amos explored how connecting in a relationship is more effective than controlling, especially at the stage of adolescence.



# HIGHLIGHTS

## DEVELOPMENT OF BES SERVICE

Piloted in May 2020, we have already engaged 17 youths. Out of these 17, 10 were found to be a fit for the objective of the programme. We are proud to announce that 70% of them have been emplaced in stints or vocational training and have been adapting well.

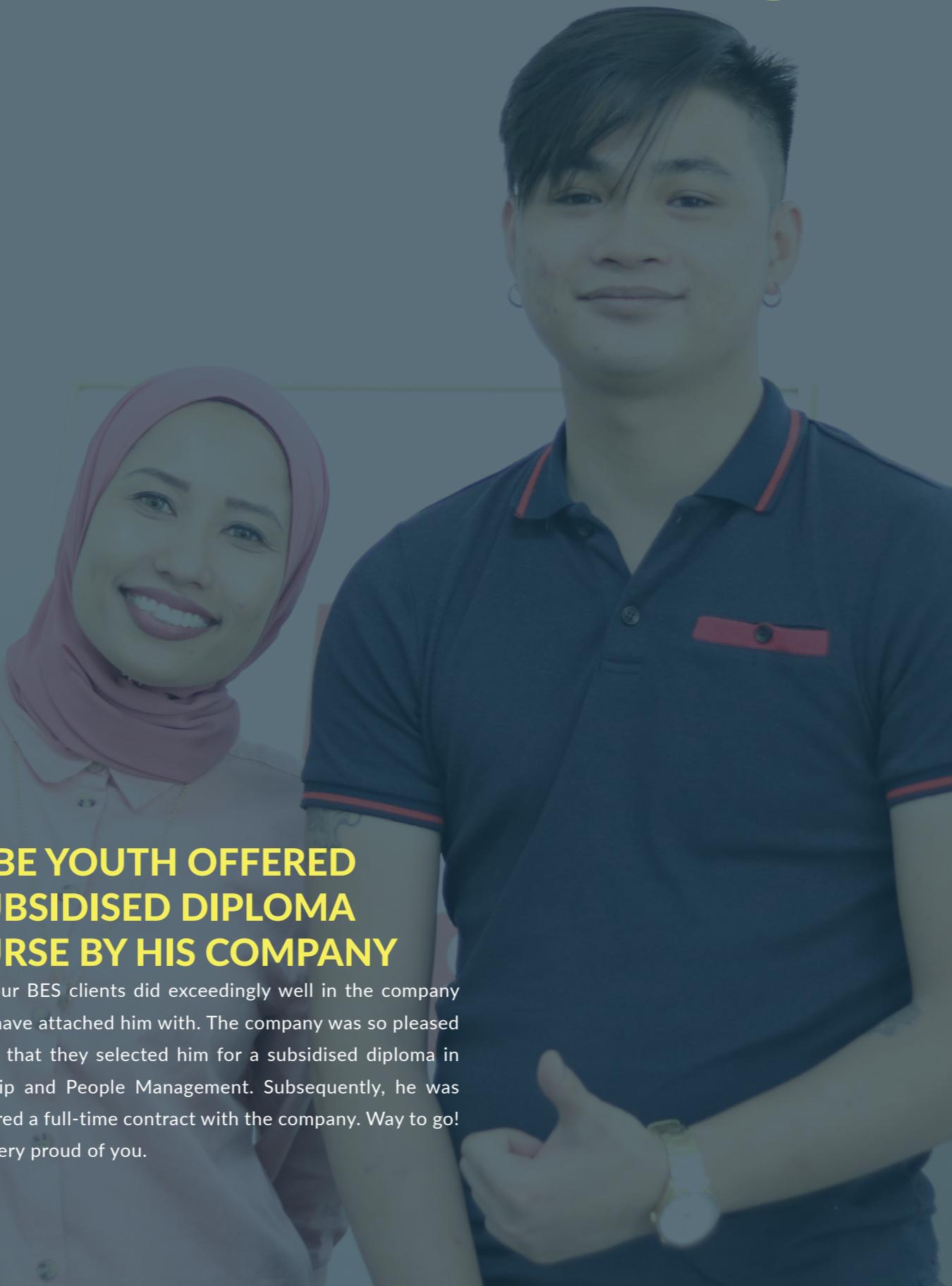
## CREATING PARTNERSHIPS WITH CORPORATES FOR BES SERVICE

Since May 2020, we have had the support of 12 companies and have developed partnerships with them. These companies come from a range of sectors. We are thankful that they have created a total of 15 employment opportunities, and 3 vocational trainings for our BES clients.



### TRYBE YOUTH OFFERED A SUBSIDISED DIPLOMA COURSE BY HIS COMPANY

One of our BES clients did exceedingly well in the company that we have attached him with. The company was so pleased with him that they selected him for a subsidised diploma in Leadership and People Management. Subsequently, he was also offered a full-time contract with the company. Way to go! We are very proud of you.



**Daniel Teh**  
Founder and Executive Director of PJ Group

*"The experience is amazing and it fosters good relationship building. Most importantly, thank you to the BES team for believing in PJ Group too. We are very honoured to be working with the BES team. BES takes into consideration the interests of the youth they engage with. Similarly to the belief of PJ Group, they look at their strength and not their weakness. They give the youth the opportunity to find their strength and the time to develop their skills."*



**Aaron**  
Owner of Good Guys Barbershop

*"Trybe staff and job coaches are very helpful, when I have a tough time with the youth, they are there most of the time to meet up with us, and also there to guide us as an employer too. To other employers out there, think with an open heart and mind. You may think you have a small role in helping the youth, but you play a big part in society."*



**Ann Lim**  
HR and Training Executive

*"I have enjoyed working with the job coach and staff of BES. I was impressed with how the Trybe team was constantly checking in on the progression, to see if there was anything they could do to make the programme more beneficial. To BES' potential corporate partner's, be open minded and have patience, the programme will definitely be something worthwhile. This is especially so when you can see the transformation of the youth, from one who requires a lot of training and guidance, to someone who can carry out the task effortlessly and become a valuable asset to the company."*

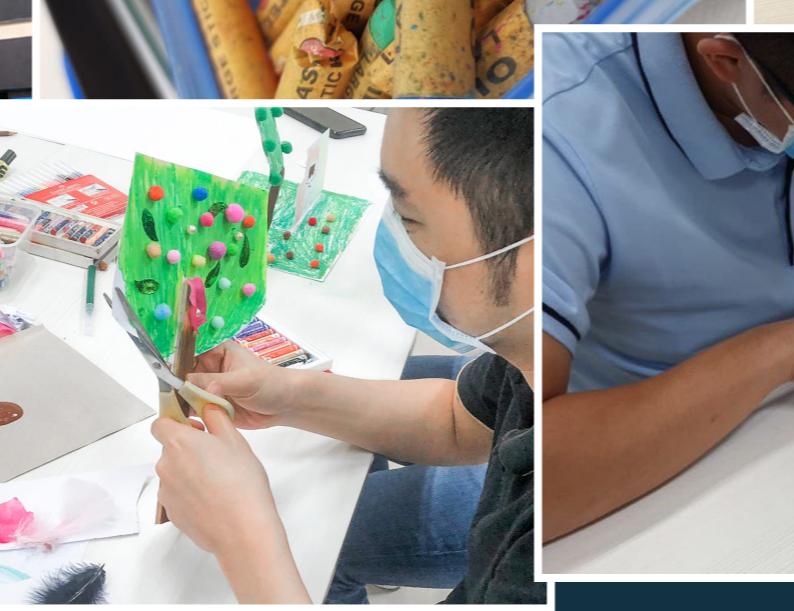
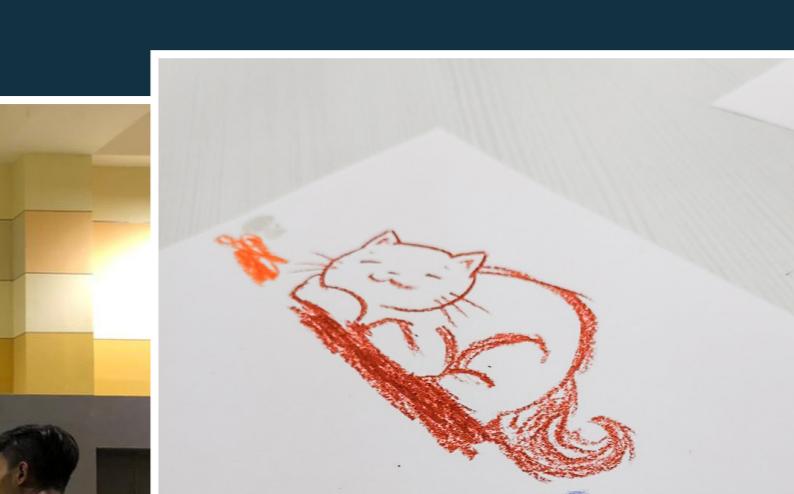
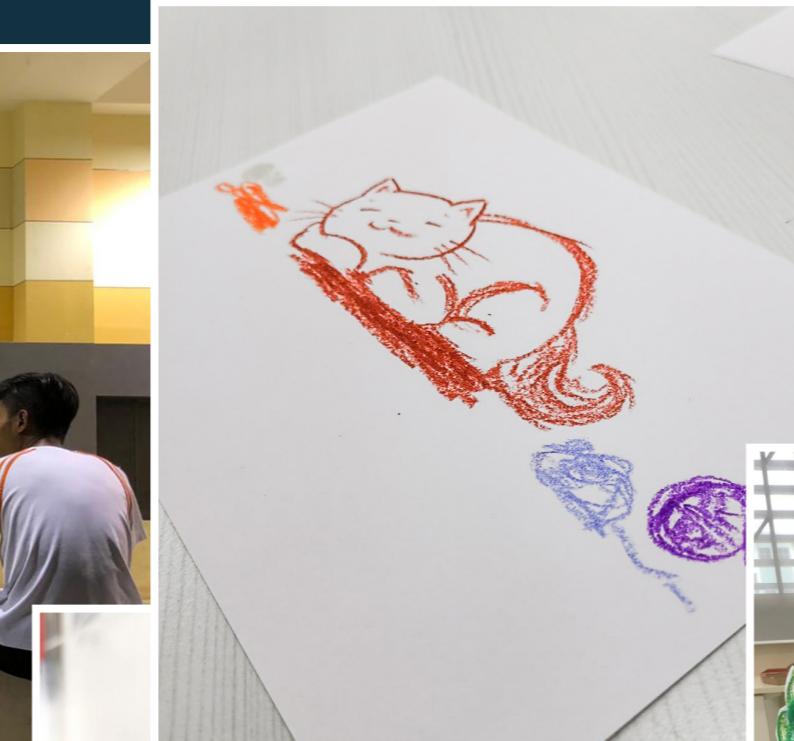
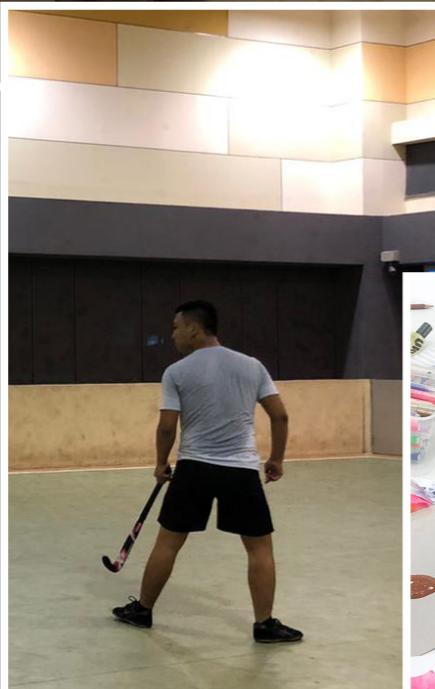
# HIGHLIGHTS



## HOCKEY PROGRAMME

Trybe is proud to partner with the Singapore Hockey Federation. They sponsored a two-month programme for our youth in the hostel to experience this sport.

New talents were cultivated as some of our youth showed persistence, confidence and good time management promoting the hockey culture further in the community. We look forward to such meaningful collaborations that promote pro-social communities for our youth.



Expressive art is a therapeutic tool that helps us express our thoughts and emotions. We found that this was a good opportunity to increase our intervention efforts with our residents because some of them might not be very comfortable with sharing their thoughts and emotions. Expressive art acted as a medium to address certain issues such as poor self-esteem, trauma, and lack of self-awareness.

## GROUP ART THERAPY

In 2020, we collaborated with Melrose Care to provide group-based art therapy for our residents in the Hostel. Through this collaboration, a close working relationship was established between the senior art therapist and our Hostel youth workers through prompt post-session report and regular review sessions to discuss residents' progress.

Many youth have demonstrated great comfort in this mindfulness-based art therapy that they even continued in this mindfulness programme after being discharged. This is an integral support for them as they transit to the community. Melrose Care provides the art therapy sessions free for residents who were discharged and have an interest in continuing the sessions.

# HIGHLIGHTS

## DEVELOPMENT OF OASYS PRACTICE FRAMEWORK WITH PARTNERS

In an effort to provide better intervention, OASYS worked closely with other fellow partners in the addiction management sub-sector and sought external experienced supervision to further refine our current practice framework. New intervention resources and tools were developed in this collaboration.

In the first quarter of 2020, the National Addiction Management Services (NAMS) gave our Trybe team a 1-day training to share on the overview of the addiction landscape as well as best practices we can tap on.



## PROVIDING REFURBISHED LAPTOPS TO OUR YOUTH

A big thank you to TOUCH Community Service and Etonhouse Community Fund for providing our youth with refurbished laptops. The refurbished laptops have not only helped to facilitate their online home-based learning, but they also helped our youth clients to continue to receive sessions and stay connected with us during the Covid-19 period.



## PROVIDING FOOD AID TO YOUTH AFFECTED BY COVID-19

During the Covid-19 pandemic, a number of our youth's families from GRYT and OASYS were badly affected by the situation; there was a dip in household income and families were struggling to make ends meet. To ensure that the basic needs of the youth and their family members are met, we had collaborated with several organisations and ground-up groups such as Nutrify, 3:16 Church and Food from the Heart to provide food aid to these youth.

# HIGHLIGHTS



## DISTRIBUTION OF HAND SANITIZERS

Let our fundamental goodness shine in the dark days of this pandemic. Our youth came together working through the days, filling the hand sanitizer bottles, labelling them and writing personalized cards to send some encouragement to our essential front line workers.

More than 300 bottles of hand sanitizer were distributed to Khoo Teck Puat Hospital, Palm View Primary school, St Andrew Autism Centre, the nearby condominiums and any Grab drivers that stopped by the Singapore Boys' Hostel.



# HIGHLIGHTS

## FIRST COMMUNITY GATHERING

In July 2020, we conducted our very first Community Gathering. At Trybe, we value the voice of our clients and staff. Community Gathering was organised with the aim of encouraging a culture of openness and community building within the hostel. This is a platform for all residents and staff to discuss issues concerning the hostel community and be involved in the decision-making process. During Community Gathering, we also celebrated milestones such as discharge and birthdays. With the effort of keeping everyone safe and complying to the safe distancing measures within the hostel, we took Community Gathering on a hybrid mode. Despite being virtually together, residents and staff were very happy to gather again and see everyone together.



## NYC YCS MISSION X PROGRAMME

Programme X is a new programme launched by Youth Corps Singapore (YCS) in partnership with the Institutes of Higher Learning (IHLs) to promote youth volunteerism and develop the next generation of youth community service leaders. Our Trybe staff, Natalie and Brandon were invited as Resource Specialists to enhance the young leaders' understanding of the sector and the profile of the youth we serve in Trybe.



After the programme, we had the privilege of working with one of the teams, Squad Melleus. They had an idea to recruit volunteers to teach and impart skills for recreational activities to our residents online. We guided them in their planning and execution. While it did become a learning experience for the young leaders, it still was a good programme that the residents appreciated. A total of 5 residents participated in the sessions planned by Squad Melleus. The residents enjoyed their time being led in folding origami and drawing illusion art pieces.

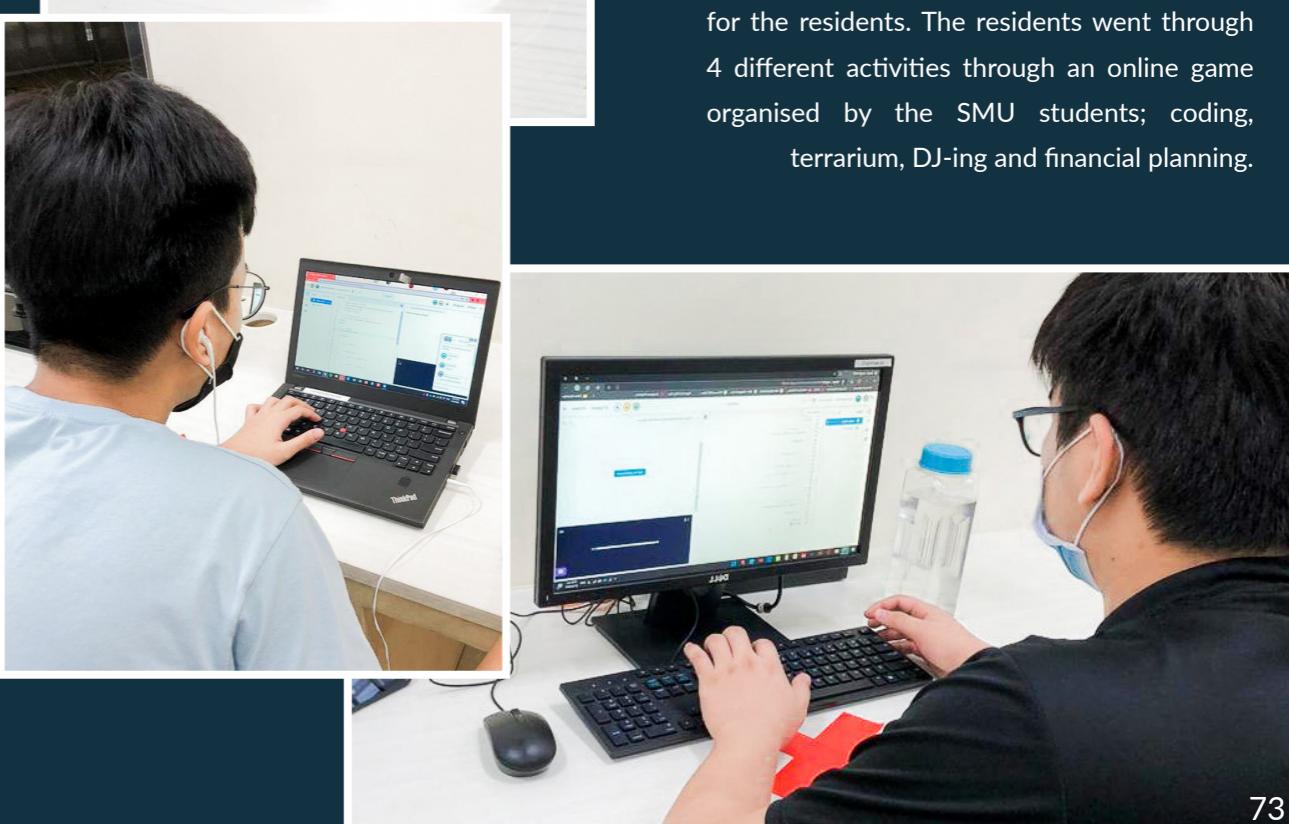


## TERRARIUM MAKING WITH SP VOLUNTEERS

Despite the pandemic, we are heartened to see that our volunteers and community are constantly thinking about us. Thankful to the 3 volunteers from Singapore Polytechnic (SP), who not only guided our residents in Terrarium making online, but also sent them the materials needed. The youth really enjoyed themselves, and are so happy to see their own creation.

## SMU PROJECT AGAPE

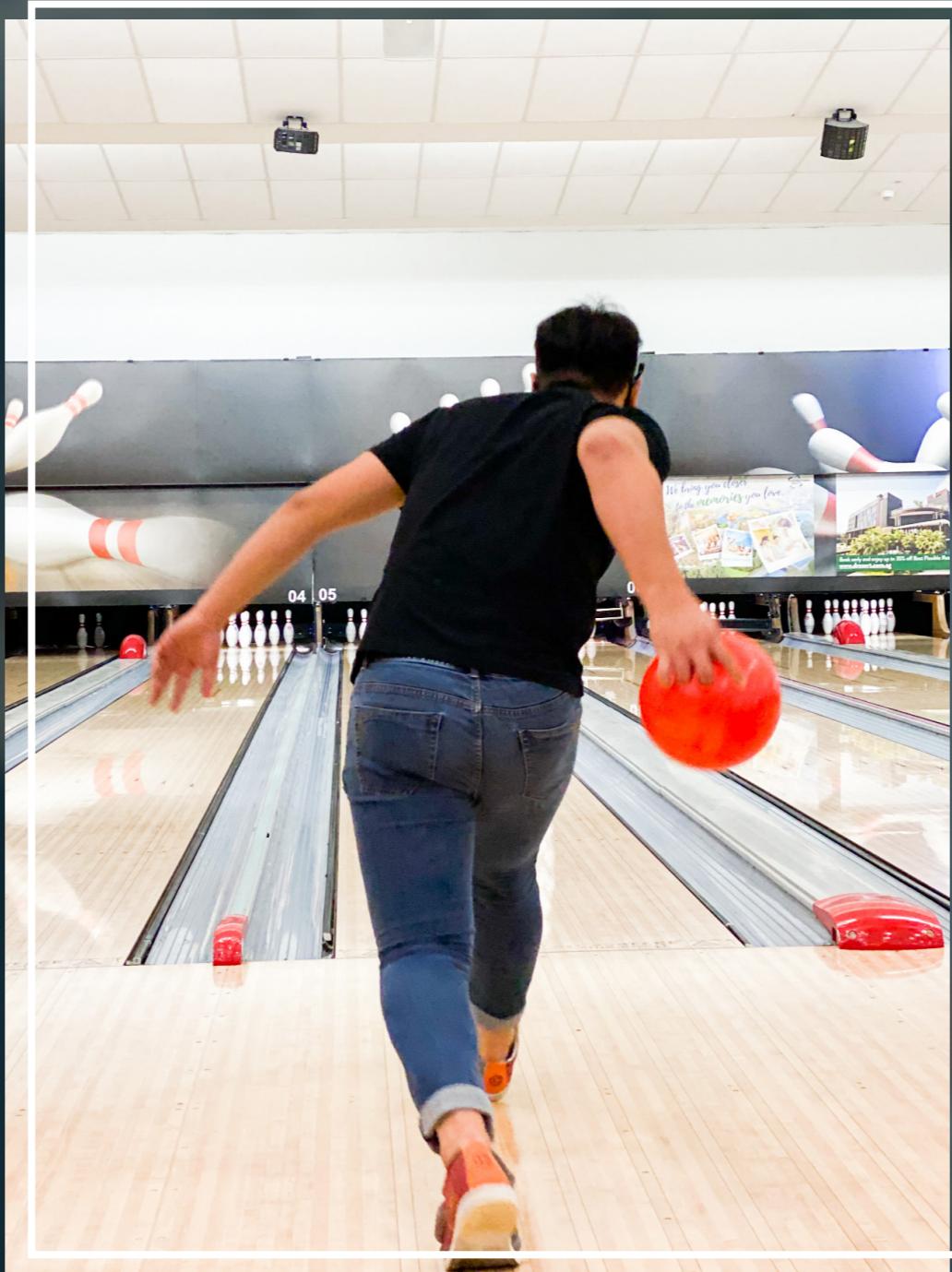
A group of SMU volunteers ran a programme for the residents. The residents went through 4 different activities through an online game organised by the SMU students; coding, terrarium, DJ-ing and financial planning.



# HIGHLIGHTS

## FAMILY NIGHT DEC 2020

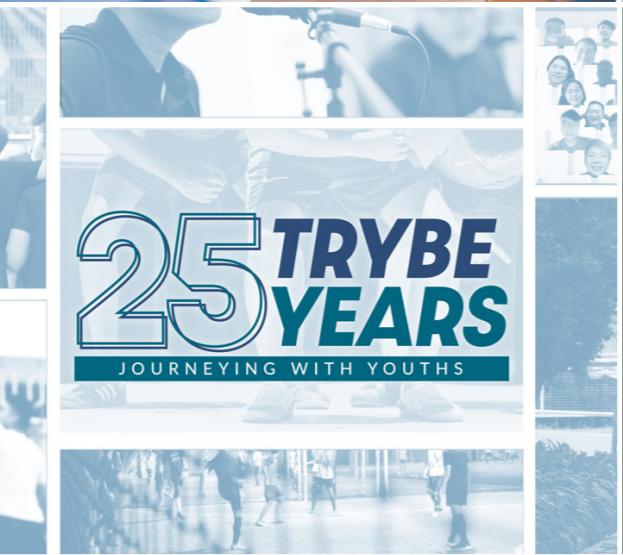
In Trybe, we prioritise family support, believing that it is vital in every youth's journey. Family Night was designed for this purpose. It is a bi-annual event where residents and their families come together for a family event. Due to COVID-19, we could only have one in December. To keep our youth and their families safe, we held a decentralised event, where our residents got to choose different activities for their family to go for. Residents and their families enjoyed their time bonding over bowling or prawning. It was a very heartening event seeing our residents and their family members cheering each other on as they got a strike in bowling or marvel over their catches!



## SIGN LANGUAGE CLASS

Noticing that our residents were showing interest in the deaf community, we organised a 1-day exposure course to teach them basic sign language. Conducted by a volunteer from the deaf community, the boys really enjoyed the class and appreciated it. They have been practicing what they have learnt even after the class was over, trying to communicate with one another through sign language. We are heartened to see our youth caring about the community around them.

# CAMPAIGNS & FUNDRAISINGS



Throughout the year, we have organised a number of campaigns to raise awareness of the needs of the youth that we serve. Through our campaigns, we hope to garner more support for the work that we do so that we can reach out to more youth that need us and to help us continually improve our work so that we can provide a more holistic support for our youth clients. We are ever so grateful for the many donors and volunteers that have supported our work thus far. We will continue to do our best for the youth that needs us and journey with them as they write their own success stories.

If you'd like to donate to our cause, please visit our website [www.trybe.org/donate/](http://www.trybe.org/donate/)

Total amount raised in 2020:

**\$183,715**

# VOLUNTEERS & PARTNERSHIPS



Through the many events that were held by Trybe, there were numerous dedicated and essential unsung heroes. We would like to thank all the volunteers that have given us their time and effort throughout the years, silently supporting the work we do. These selfless volunteers strive to make a difference, and these efforts are not in vain. Our events have been successful and were able to impact the lives of others in different ways. These volunteers are our inspiration, and we will continue to achieve more!

If you wish to volunteer with us, please visit [www.trybe.org/volunteers/](http://www.trybe.org/volunteers/).

We'd love to have you be a part of this family!



## TESTIMONY

Jon, a resident in the Singapore Boys' Hostel, had two very dedicated tutors, Liu Han and Lawrence. Both tutors went the extra mile by getting to know him, forging a strong bond with the youth. Desiring nothing but the best for Jon, Liu Han even created three worksheets from scratch and left a note of encouragement on one of them. Subsequently, Jon did very well for his WPLN tests. His results will enable him to be eligible to apply for ITE admission next year. This would not have been possible without the dedicated tutors who truly believed in Jon's potential. Thank you Liu Han and Lawrence for your dedication!

## VOLUNTEERS

### TUTORS

**WPLN Tutors:** Kang Ming, Liu Han, Lawrence

**Secondary School Tutors:** Ee Kai, Wing Shan, Wee Khong, Sheena, Li Jin, Pei Ying and Vanessa

### SPORTS AND FITNESS

Kieth, Shyartiana, Nazri

### DRAMA PROGRAMME

Saberish and Tara

### JAPANESE LANGUAGE PROGRAMME

Chor Khai



### SEWING

Volunteers from SFSG SUSS Group

### MUSIC WORKSHOP

Vicknes



### SERIES OF WORKSHOPS BY SYFC

Virtual Escape room

Rap workshop by Hakeem

Sight, Sound, Speed

Evangelistic Bible Study

### MEDIA AND WRITERS

Clarice Koh, Clarissa Lim, Christine Ganaban, N. Wahidah

# PARTNERSHIPS

All success stories require a client centric approach. As such, it is important to provide opportunities that resonate to the different individuals. Trybe strives to work with different partners to provide opportunities for youth to grow and reintegrate into society. Through these opportunities, youth can constantly improve themselves with rehabilitation and at the same time be equipped with new skills that can help reintegrate them back into society. Such opportunities could be apprenticeship, or retail, logistic and hospitality related placements. Our hope is that they would be able to maintain a stable income and get involved in a pro-social community.

## HCSA ACADEMY

HCSA Academy has been an understanding and collaborative partner in supporting and providing our residents who have an interest in culinary the opportunity to enrol in their culinary programme. Through the 6-week programme, our residents were able to attain the highly coveted WSQ Higher Certificate in Food Services (Culinary Arts) which will enable them to secure full-time employment in the F&B industry subsequently.

HCSA managed to secure and provide scholarships for 3 of our residents, 2 of them had already graduated from the programme.



## SEOUL GARDEN

Mrs Lee (who sits on the Management Committee for SBHL) and her management team have been so kind and lovely to work with us since the beginning. Through discussions, we were able to work out a partnership not just with SBHL but also with our BES team. The team always strongly emphasizes the strong community culture they have in Seoul Garden, and a great desire to support the work of Trybe.

In August 2020, we embarked on our first official partnership through the employment of our first hostel candidate.

## FISH & CO

This is a long-standing partnership, and the team employed many of our Trybe youth. Sometimes it would be a challenge to find an outlet for a new candidate that didn't already have one of our clients based there for work! The team at Fish & Co was very helpful for our youth as they have been able to accommodate providing part-time employment for those who only have a very short availability period (such as school holidays). This provided our youth with some level of work engagement and income.

## INFINITE TRANSPORT

The collaboration with Infinite Transport was a timely one because they ended up being a partner we would work with for a handful of residents. Infinite Transport was the first company we worked with for a movers job for our residents. This required a daily update of where our youth would end work so that we can provide details for his travel time back to the hostel. The team in Infinite was very cooperative, and this allowed us to provide a unique opportunity to one of our residents to do a short-term stint with them.

Following this, we were able to send 1-2 residents for an ad-hoc job down at their warehouse. In September 2020, one of ex-residents managed to get a full-time job with Infinite Transports just before his discharge.

# PARTNERSHIPS

In 2020, GRYT and OASYS team had expanded their network by forming 15 new partnerships.

These partnerships have provided multiple opportunities for our youth to pursue their passion and interest. It has also strengthened our work by providing the relevant resources to ensure that the needs of our youth are met. We aim to continue building a wider network and a stronger relationship with our stakeholders to better provide our youth with more resources and opportunities.

Following are some of the organisations that we have worked closely with over the past year:



**Teriyaki Chicken  
with roasted garlic carrots  
and jasmine rice**

## NUTRIFY MEALS

Supporting projects that pay it forward to our next generation – our children and youth, Nutrify Meals catered healthy custom meals for our low-income youth and offered part-time opportunities.

## HABITAT FOR HUMANITY SINGAPORE

Some of our youth come from families where both parents work long hours to make ends meet. Habitat for Humanity Singapore has been so kind to provide complimentary refurbishment and house cleaning services to ease the household chores of our youth and their families.



## REFUEL GYM

Not all successes are directed academically. In 2020, we learnt that a few of our youth have an interest in boxing. We are fortunate to have met Refuel Gym who provided complimentary boxing classes for our underprivileged youth who are passionate in boxing.

## VIRGIN ACTIVE

Virgin Active offers internship programmes for our youth in their gyms as trainers. We are thankful for partners like Virgin Active who value the interests of our youth and are willing to groom them as trainers.

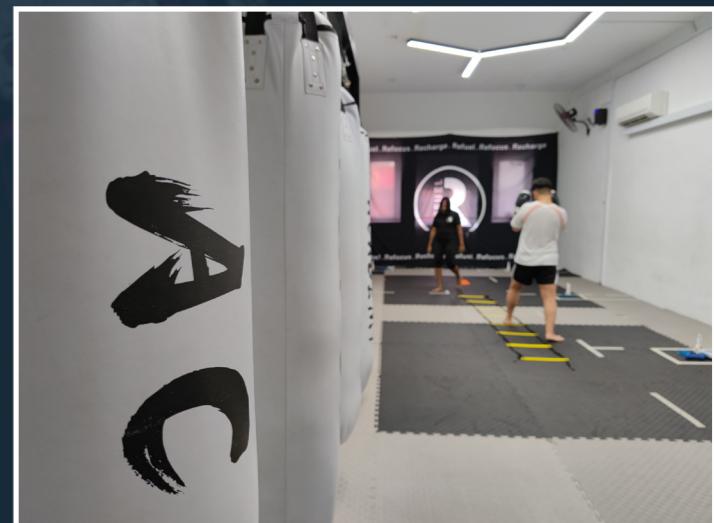
## HATCH

With the rising trend of social media, more and more of our youth are taking interest in digital marketing. HATCH offers trainings and internship opportunities for our youth who are interested in this field. We are grateful for partners like HATCH who value the passion of youth.



**Living**  
Chief Operating Officer

"It has been heartening to have the opportunity to journey together with the youth from Trybe! They serve as great sources of inspirations for me till this day. Their resilience and stories continue to drive me to do what we do at Hatch."



# DONATION- IN-KIND



We want to thank our donors for their continuous support and partnership in helping us bring more value to our youth clients. Their donations help keep our mission alive — to journey with youth facing adversities to lead purposeful lives.

If you wish to donate, please visit <https://www.trybe.org/donate/> to find out how.

# CORPORATE GOVERNANCE

01 Policy Statements and Practices

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02 Financial Information

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03 Financial Statements

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04 Governance Evaluation Checklist

# Policy Statements and Practices

## Personal Data Protection Policy

Trybe is committed to safeguarding personal information provided to it in the course of its work and lays out the principles and practices in managing and securing such data. The Company should comply with all statutes under the Personal Data Protection Act and where the Company does not, its primary objective is to ensure compliance as soon as practicable.

The Company's primary commitment with reference to the Data Protection Act is to ensure individuals' personal data are not misused. This is done by ensuring that personal data are:

- Obtained for specified and lawful purposes and not further processed in a manner incompatible with that purpose;
- Relevant and not excessive;
- Accurate;
- Kept for no longer than necessary;
- Protected by appropriate security

Trybe has put in place processes and protocol to ensure that all personal data, either physical and electronical, of clients, employees, donors, partners and volunteers are kept safe and secured. The Company also ensures that no data will be exchanged or sold to other organisations.

Trybe also publishes its Personal Data Protection Policy Act on its website and provides contact details of its Data Protection Officer, should the publics or any of its stakeholder require more information.

on the average OPEX of the past three financial years. The Company's Reserves can be used for:

- New Projects / Capital Injection - to fund possible new projects and/or initiatives in future.
- Savings - to set aside money in bank accounts from banks which are licensed and governed by the Monetary Authority of Singapore (MAS).
- Investments - to set aside money in financial or other instruments, for the purpose of generating an investment return.

The overall investment goal of Trybe Limited is to maximise returns of any invested amounts, within reasonable and prudent levels of risk, while maintaining adequate liquidity within the Charity to support daily operational activities and expenditure. These investments must be placed with financial institutions regulated by the Monetary Authority of Singapore (MAS).

## Whistleblowing Policy

Trybe is committed to comply to a high standard of compliance with accounting, financial reporting, internal controls and auditing requirements and any legislation relating thereto. In line with this commitment, the Company provides an avenue for employees and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

This policy applies to all employees as well as to all external parties who have business relationships with Trybe. These parties include customers, suppliers, contractors, applicants for employment, and the general public.

The Company defines Whistleblowing as deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or has had privileged access to data, events, or information about an actual, suspected, or anticipated wrongdoing within or by Trybe that is within its ability to control.

All reports will go direct to the Chairman of the Company and the individual providing the information, be it an employee or anyone else, shall be protected against any reprisal such as employment termination, retribution, or harassment.

## Volunteer Management Policy

Volunteers are an integral part of our society and form the backbone of a caring community. At Trybe, our 3 core principles for volunteering are:

1. *Volunteers are essential partners for Trybe to succeed in its mission.*

Trybe's mission is to journey with youth facing adversities to lead purposeful lives; inspiring them to impact others. This process requires a "many helping hands" approach and it is where volunteers play the indispensable role of filling in the gap and to complement our work in helping craft the youth's success stories.

2. *Volunteers provide a different perspective and add a new dimension to our work.*

As volunteers come from different occupations and have a non-youth work background, they provide different points of view that help add scope and depth to our work. The diversity of experience, skills and connections unlocks new realms of possibilities in the journey of crafting the youth's success stories.

3. *Trybe is committed to developing our volunteers and helping them succeed.*

We want to see our volunteers grow in their skill and ability to make an impact in society. Consequently, we strive to provide meaningful roles and a supportive environment to facilitate this development and growth. We believe that open communication is key to helping our volunteers grow, and to improve our services. It is our hope that every volunteering experience at Trybe will be both meaningful and pleasant.

## Risk Management Policy

This Risk Management Policy seeks to provide guidelines for the management of risk in Trybe. As risk management is an ongoing concern and activity, this policy will not seek to identify nor deal with all the risks present in the company, but it shall serve as an overview of how risks can be identified and how they should be treated and/or managed.

As a guide, the risk management process as follows:

1. Plan: Identify and assess the risks
2. Do: Eliminate or minimise the risks
3. Check: Monitor the control measures
4. Act: Review for continuous improvement

Generally, the following four types of Risk, which may not be independent of one another, are applicable to Trybe:

### Strategic & Reputational Risk

Where there is a risk of damaging the integrity, credibility and reputation of Trybe thereby affecting its business continuity.

### Financial & Fraud Risk

Where there is a risk of misuse of approval authorities / limits by staff, or the deliberate misappropriation of monies, which may or may not result in financial loss to Trybe.

### Compliance and Regulatory Risk

Where there is a risk of a breach of regulatory compliance and/or data confidentiality in Trybe.

### Operational Risk

Where there is a risk of daily operations being affected or suspended.

Risk management is an important on-going process that requires active involvement of the Board, Chief Executive, EXCO and staff. The Company shall continue to identify, manage and review risks on an active basis.

## Financial Regulations

The Financial Regulations serves to outline Trybe's procedure and system of controls where finance, monies, donations, expenditures are concerned.

### Internal Control

As far as practicable and as a form or check and balance, preparation, verification, approval, authorization and recording functions are performed by separate parties, so as to reduce the risk of fraud.

As a guiding principle, unless prior approval is given explicitly in writing, no purchases nor payments to purchases can nor should be carried out. The splitting of receipts (to "lower the amount") is strictly prohibited.

### Conflict of Interest - Disclosure

All members of the Board of Directors and the Chief Executive are to complete and execute the Conflict of Interest Disclosure annually. Any staff, interns or volunteers, whom the Chief Executive deems necessary, are to complete and execute the Conflict of Interest Disclosure upon the start of office/employment/engagement and/or at any juncture necessary.

### Conflict of Interest - Contract with Vendors

Where members of the Board of Directors, staff, interns or volunteers have personal interest in business transactions or contracts that the Company may enter into, a declaration of such interest must be made as soon as possible using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter (including voting on the transaction/contract).

All such discussions and evaluations by the Board or relevant approving authority in arriving at the final decision on the transaction/contract must be documented.

### Conflict of Interest - Vested Interest in Other Companies

Where members of the Board of Directors, staff, interns or volunteers who have vested interest in other Companies that have dealings/relationship with the Company, and when matters involving the interests of both Companies are discussed, a declaration of such interest must be made using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter (including voting on the transaction/contract).

All such discussions and evaluations by the Board or relevant approving authority in arriving at the final decision on such matters must be documented.

### Conflict of Interest - Joint Ventures

Before the Company enters into any joint venture with external parties, the Board must be informed and its approval sought. Where members of the Board of Directors, staff, interns or volunteers have interest in such ventures, a declaration of such interest must be made using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter.

### Loans

The Company does not encourage issuing and receiving of loans. Loan to Board Members is not allowed.

# Financial Information

Trybe is committed to use its resources in a cost-effective and prudent manner.

## Reserve Position

The table detailing the Charity's Reserves is as follows:

|  | Current Year | Previous Year | % Increase / (Decrease) |
|--|--------------|---------------|-------------------------|
| Unrestricted Funds (Reserves)                      | 1,227,387    | 1,570,439     | (21.84%)                |
| Restricted / Designated Funds                      |              |               |                         |
| - Building Fund                                    | 0            | 0             | -                       |
| - Bursary Fund                                     | 4,014        | 8,560         | (53.11%)                |
| - Others   | 4,699,854    | 3,045,341     | 54.33%                  |
| Endowment Funds                                    | 0            | 0             | -                       |
| Total Funds  | 5,931,255    | 4,624,340     | 28.26%                  |
| Ratio of Reserves to Annual Operating Expenditure* | 0.37         | 0.41          | (9.76%)                 |

### Note

\*Annual OPEX

Trybe's reserves include unrestricted funds available to it and will aim to build the level of Reserves equivalent to 1.5 times of the annual operating expenditure (based on the average OPEX of the past three financial years).

The Charity complies with the directions of the donors when utilising donated amount including but not limited to specific time or event. Trybe's restricted funds, its purposes and balances are disclosed in the Notes to Financial Statements.

## Bankers

The Bankers to the Company are DBS Bank, OCBC Bank, Maybank, and Hong Leong Finance.

# Financial Statements

For the financial year ended 31 December 2020

| CONTENTS                          | Pages |
|-----------------------------------|-------|
| Directors' Statement              | 93    |
| Independent Auditor's Report      | 94    |
| Statement of Financial Activities | 97    |
| Statement of Financial Position   | 98    |
| Statement of Changes in Funds     | 99    |
| Statement of Cash Flows           | 100   |
| Notes to the Financial Statements | 101   |

I hope to be  
a  
better  
person.

## DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

The directors are pleased to present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2020.

In the opinion of the directors:

- (i) the financial statements set out on pages 5 to 27 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act, Chapter 50, Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

### Directors

The directors in office at the date of this statement are:

Pamelia Lee  
Julia Wong Fei Yen  
Ng Lok Man  
Rachel Ong Sin Yen

Ingrid Christina Hanson  
Wong Kee Yin

### Arrangement to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

### Other matters

As the Company is limited by guarantee, and does not have share capital, matters relating to the issue of shares, debentures or share options are not applicable.

### Independent auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Rachel Ong Sin Yen  
Director



Julia Wong Fei Yen  
Director

21 May 2021

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TRYBE LIMITED

## Report on the Audit of the Financial Statements

### *Opinion*

We have audited the accompanying financial statements of Trybe Limited (the "Company") as set out on pages 5 to 27, which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Companies Act"), Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and the financial performance, changes in funds and cash flows of the Company for the year ended on that date.

### *Basis for Opinion*

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other Information*

Management is responsible for the other information. The other information comprises the Directors' Statement as set out on page 1 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TRYBE LIMITED

## *Responsibility of the Management and Directors for the Financial Statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, Charities Act and Regulations and FRSs, and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company's financial reporting process.

### *Auditor's Responsibility for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TRYBE LIMITED

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

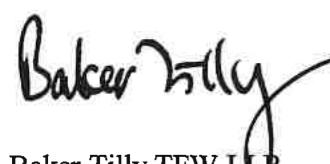
We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

21 May 2021

# STATEMENT OF FINANCIAL ACTIVITIES

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

|   | Note  | Unrestricted fund \$ | Restricted funds \$ | Total 2020 \$ | Total 2019 \$ |
|---|-------|----------------------|---------------------|---------------|---------------|
| <b>Revenue</b>                                      |       |                      |                     |               |               |
| Programme project income                            |       | —                    | —                   | —             | 23,570        |
| Donations   | 3     | 183,715              | —                   | 183,715       | 414,575       |
| Grants received                                     |       |                      |                     |               |               |
| - Singapore Boys' Hostel                            |       | —                    | 2,241,118           | 2,241,118     | 2,064,600     |
| - Community Rehabilitation Centre                   |       | 797,238              | —                   | 797,238       | 1,935,674     |
| - Youth At Risk Engagement Programme                |       | —                    | —                   | —             | 23,680        |
| - Aftercare   |       | —                    | 439,036             | 439,036       | 342,444       |
| - Enhanced Volunteer Manager Scheme                 |       | —                    | 43,275              | 43,275        | —             |
| - Project Back-to-Basics                            |       | —                    | 64,000              | 64,000        | —             |
| - Tech Booster                                      |       | —                    | 280,000             | 280,000       | —             |
| - Bridge to Employment Grant                        |       | —                    | 15,372              | 15,372        | —             |
| - ACI Trampoline Fund                               |       | —                    | 15,000              | 15,000        | —             |
| - The Invictus Fund                                 |       | —                    | 50,000              | 50,000        | —             |
| - Jobs Support Scheme                               |       | 367,644              | 239,990             | 607,634       | —             |
| - Others  |       | —                    | —                   | —             | 19,984        |
| Interest income                                     |       | 17,934               | —                   | 17,934        | 8,184         |
| Other income  |       | 95,326               | 7,312               | 102,638       | 112,107       |
|   |       | 1,461,857            | 3,395,103           | 4,856,960     | 4,944,818     |
| <b>Less expenses</b>                                |       |                      |                     |               |               |
| Programme and project cost of sales                 |       | 77,992               | 134,673             | 212,665       | 404,533       |
| Depreciation  | 5     | 1,420                | 33,926              | 35,346        | 35,617        |
| Fixed assets expensed off                           |       | 8,738                | 13,304              | 22,042        | 27,696        |
| Rental expense                                      |       | 10,543               | —                   | 10,543        | 15,498        |
| Repair and maintenance                              |       | 5,692                | 904                 | 6,596         | 7,998         |
| Staff costs   | 6     | 1,505,866            | 1,397,471           | 2,903,337     | 3,245,451     |
| Other expenses                                      |       | 194,658              | 164,858             | 359,516       | 456,167       |
|   |       | 1,804,909            | 1,745,136           | 3,550,045     | 4,192,960     |
| <b>Net (deficit)/surplus for the financial year</b> |       |                      |                     |               |               |
|   | 26(b) | (343,052)            | 1,649,967           | 1,306,915     | 751,858       |

The accompanying notes form an integral part of these financial statements.

# STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

|                                   | Note | 31.12.2020       | (Restated)<br>31.12.2019 | (Restated)<br>1.1.2019 |
|-----------------------------------|------|------------------|--------------------------|------------------------|
| <b>Non-current assets</b>         |      |                  |                          |                        |
| Plant and equipment               | 5    | <b>93,169</b>    | 83,815                   | 119,432                |
| <b>Current assets</b>             |      |                  |                          |                        |
| Trade receivables                 |      | —                | —                        | 5,685                  |
| Prepayments                       | 7    | <b>98,848</b>    | 10,862                   | 12,113                 |
| Other receivables                 |      | <b>297,314</b>   | 781,271                  | 428,608                |
| Fixed deposits                    | 8    | <b>1,346,887</b> | 1,326,234                | 641,203                |
| Cash and cash equivalents         |      | <b>4,419,567</b> | 2,729,637                | 2,940,484              |
|                                   |      | <b>6,162,616</b> | 4,848,004                | 4,028,093              |
| <b>Total assets</b>               |      | <b>6,255,785</b> | 4,931,819                | 4,147,525              |
| <b>Current liabilities</b>        |      |                  |                          |                        |
| Trade payables                    | 9    | <b>37,317</b>    | 52,362                   | 15,799                 |
| Accrued expenses                  | 10   | <b>228,069</b>   | 238,157                  | 252,524                |
| Other payables                    |      | <b>59,144</b>    | 16,960                   | 6,720                  |
|                                   |      | <b>324,530</b>   | 307,479                  | 275,043                |
| <b>Net assets</b>                 |      | <b>5,931,255</b> | 4,624,340                | 3,872,482              |
| <b>Funds</b>                      |      |                  |                          |                        |
| <i>Unrestricted Fund</i>          |      |                  |                          |                        |
| Accumulated Fund                  |      | <b>1,227,387</b> | 1,570,439                | 2,008,200              |
| <i>Restricted Funds</i>           |      |                  |                          |                        |
| Aftercare                         | 11   | <b>623,759</b>   | 335,377                  | 99,420                 |
| Straits Times School Pocket Money | 12   | <b>(3,015)</b>   | (3,015)                  | (3,015)                |
| Bursary                           | 13   | <b>4,014</b>     | 8,560                    | 10,000                 |
| President's Challenge             | 14   | <b>165,193</b>   | 229,484                  | 58,692                 |
| Renovation Fund                   | 15   | <b>46,771</b>    | 80,697                   | 114,623                |
| UWW-BNY Mellon                    | 16   | —                | —                        | 29,534                 |
| State Street Grant                | 17   | <b>2,075</b>     | 5,441                    | 41,327                 |
| Octava                            | 18   | <b>961</b>       | 4,555                    | 7,142                  |
| Singapore Boys' Hostel            | 19   | <b>3,441,735</b> | 2,392,802                | 1,506,559              |
| Enhanced Volunteer Managed Scheme | 20   | <b>43,275</b>    | —                        | —                      |
| Project Back-to-Basics            | 21   | <b>64,000</b>    | —                        | —                      |
| Tech Booster                      | 22   | <b>280,000</b>   | —                        | —                      |
| Bridge to Employment Grant        | 23   | <b>2,005</b>     | —                        | —                      |
| ACI Trampoline Fund               | 24   | <b>15,000</b>    | —                        | —                      |
| The Invictus Fund                 | 25   | <b>18,095</b>    | —                        | —                      |
| <b>Total Funds</b>                |      | <b>5,931,255</b> | 4,624,340                | 3,872,482              |

The accompanying notes form an integral part of these financial statements.

# STATEMENT OF CHANGES IN FUNDS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

| Unrestricted Fund                            | Restricted Funds |                      |                |              |                       |                 |                |                    |                        |                  | Total Funds   |
|--|------------------|----------------------|----------------|--------------|-----------------------|-----------------|----------------|--------------------|------------------------|------------------|---------------|
|  | Accumulated Fund | Straits Times School | Pocket Money   | Bursary      | President's Challenge | Renovation Fund | UWW-BNY Mellon | State Street Grant | Singapore Boys' Hostel | Octava           |               |
| At 1.1.2019, as previously reported          | 3,514,759        | 99,420               | (3,015)        | 10,000       | 58,692                | 114,623         | 29,534         | 41,327             | 7,142                  | —                | 3,872,482     |
| Prior year restatement (Note 31)             | (1,506,559)      | —                    | —              | —            | —                     | —               | —              | —                  | —                      | —                | —             |
| At 1 January 2019, as restated               | 2,008,200        | 99,420               | (3,015)        | 10,000       | 58,692                | 114,623         | 29,534         | 41,327             | 7,142                  | 1,506,559        | —             |
| Net (deficit)/surplus for the financial year | (437,761)        | 235,957              | —              | (1,440)      | 170,792               | (33,926)        | (29,534)       | (35,886)           | (2,587)                | 886,243          | 751,858       |
| At 31.12.2019, as restated                   | 1,570,439        | 335,377              | (3,015)        | 8,560        | 229,484               | 80,697          | —              | 5,441              | 4,555                  | 2,392,802        | —             |
| Net (deficit)/surplus for the financial year | (343,052)        | 288,382              | —              | (4,546)      | (64,291)              | (33,926)        | —              | (3,366)            | (3,594)                | 1,048,933        | 43,275        |
| At 31.12.2020                                | <b>1,227,387</b> | <b>623,759</b>       | <b>(3,015)</b> | <b>4,014</b> | <b>165,193</b>        | <b>46,771</b>   | <b>—</b>       | <b>2,075</b>       | <b>961</b>             | <b>3,441,735</b> | <b>43,275</b> |
| Net (deficit)/surplus for the financial year | (343,052)        | 288,382              | —              | (4,546)      | (64,291)              | (33,926)        | —              | (3,366)            | (3,594)                | 1,048,933        | 43,275        |
| At 31.12.2020                                | <b>1,227,387</b> | <b>623,759</b>       | <b>(3,015)</b> | <b>4,014</b> | <b>165,193</b>        | <b>46,771</b>   | <b>—</b>       | <b>2,075</b>       | <b>961</b>             | <b>3,441,735</b> | <b>43,275</b> |

The accompanying notes form an integral part of these financial statements.

# STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## Cash flows from operating activities

|   | 2020<br>\$            | 2019<br>\$       |
|---|-----------------------|------------------|
| Net surplus for the financial year                            | 1,306,915             | 751,858          |
| Adjustments for:  |                       |                  |
| Depreciation of plant and equipment                           | 35,346                | 35,617           |
| Interest income   | (17,934)              | (8,184)          |
| Operating cash flows before movements in working capital      | <u>1,324,327</u>      | 779,291          |
| Receivables   | 395,971               | (345,727)        |
| Payables  | 17,051                | 32,436           |
| Cash restricted in use  | (1,095,337)           | (1,002,505)      |
| Cash generated from/(used in) operations                      | <u>642,012</u>        | (536,505)        |
| Interest received   | 17,934                | 8,184            |
| <b>Net cash generated from/(used in) operating activities</b> | <b><u>659,946</u></b> | <b>(528,321)</b> |

## Cash flows used in investing activity

|                                 |          |   |
|---------------------------------|----------|---|
| Purchase of plant and equipment | (44,700) | — |
|---------------------------------|----------|---|

## Cash flows used in financing activity

|                       |   |         |
|-----------------------|---|---------|
| Fixed deposit pledged | — | 118,886 |
|-----------------------|---|---------|

## Net increase/(decrease) in cash and cash equivalents

|  |                         |                  |
|--|-------------------------|------------------|
| Cash and cash equivalents at beginning of the financial year           | 1,940,197               | 2,349,632        |
| <b>Cash and cash equivalents at end of the financial year (Note A)</b> | <b><u>2,555,443</u></b> | <b>1,940,197</b> |

## Note A

### Cash and cash equivalents comprise:

|   |                         |                  |
|---|-------------------------|------------------|
| Fixed deposits                                      | 1,346,887               | 1,326,234        |
| Bank and cash balances                              | 4,419,567               | 2,729,637        |
| Less: Cash represented by restricted funds          | 5,766,454               | 4,055,871        |
|   | (3,211,011)             | (2,115,674)      |
| <b>Net cash and cash equivalents as shown above</b> | <b><u>2,555,443</u></b> | <b>1,940,197</b> |

The accompanying notes form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1 Corporate information

Trybe Limited (the “Company”) (Co. Reg. No.199507763G) is incorporated and domiciled in Singapore. The address of its registered office is at Blk 479, Tampines Street 44, #01-241, Singapore 520479. The operations of the Singapore Boys’ Hostel is at 149 Compassvale Bow, Singapore 544690.

The principal activities of the Company are to relieve the distress and hardship, and to promote the welfare of children in Singapore.

The Company is an approved Institution of a Public Character under the Income Tax Act, Chapter 134.

Each member of the Company has undertaken to contribute such amount not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company has 6 members (2019: 6 members) at the balance sheet date.

The memorandum and articles of the Company restricts the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividend to members.

## 2 Summary of significant accounting policies

### (a) Basis of preparation

The financial statements, expressed in Singapore dollar (\$) which is the Company’s functional currency, have been prepared in accordance with the provisions of the Companies Act, Chapter 50, the Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore (“FRSs”). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

### Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There were no significant judgement and estimate made during the year.

The carrying amounts of fixed deposits, bank and cash balances, trade and other current receivables and payables and accrued expenses approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (a) Basis of preparation (cont'd)

#### *New and revised standards that are adopted*

In the current financial year, the Company have adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to their operations and effective for the current financial year. The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Company.

#### *New and revised standards not yet effective*

New standards, amendments to standards and interpretations that have been issued at the end of the reporting period but are not yet effective for the financial year ended 31 December 2020 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company.

### (b) Income recognition

Income is recognised to the extent that it is probable that the economic benefits associated with the transaction will flow to the entity, and the amount of income and related cost can be reliably measured.

- (i) Income from programmes and services are recognised when programmes and services are conducted. The Company has the right to the income from the programmes and services and in an amount that corresponds directly with the provisions of the services over the period of programmes and services. Accordingly, the income are recognised over time over the period of the programmes and services.
- (ii) Donations are recognised on a receipt basis.
- (iii) Subventions and grants from government organisations are recognised only when there is reasonable assurance that the Company has complied with the conditions of the subventions and grants and the subventions and grants will be received. Such subventions and grants are recognised on an accrual basis. Subventions and grants recognised in the statement of comprehensive income are calculated based on the funding principles of the relevant government organisations. Subsequent adjustments to the subventions and grants, upon finalisation by the relevant government organisations, are recognised in the statement of comprehensive income as adjustment to prior years' grants.
- (iv) Interest income is recognised on a time proportion basis using the effective interest method.

### (c) Plant and equipment

Plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any.

Depreciation is calculated on a straight-line basis to allocate the depreciable amount of the plant and equipment over their expected useful lives. The estimated useful lives are as follows:

|                        | Number of years |
|------------------------|-----------------|
| Furniture and fittings | 5               |
| Office equipment       | 5               |
| Computers              | 3               |
| Renovation             | 5               |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (c) Plant and equipment (cont'd)

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the change arise.

On disposal of a plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to profit or loss.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

Construction work-in-progress represents assets in the construction for production, or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss until construction is completed. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

### (d) Financial assets

#### *Recognition and derecognition*

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

#### *Classification and measurement*

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Company classifies its financial assets based on the Company's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets. The Company's only financial assets are classified at amortised cost which comprise trade and other receivables (excluding prepayments) fixed deposits and bank and cash balances.

#### *Subsequent measurement*

Debt instruments include fixed deposits, bank and cash balances and trade and other receivables (excluding prepayments). These are subsequently measured at amortised cost based on the Company's business model for managing the asset and cash flow characteristics of the asset.

The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (d) Financial assets (cont'd)

#### *Subsequent measurement (cont'd)*

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

#### *Impairment*

The Company recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

The Company recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

### (e) Financial liabilities

Financial liabilities, which comprise trade payables, other payables and accrued expenses (excluding provision for employee leave) are initially measured at fair value plus directly attributable transaction costs, and are subsequently measured at amortised cost, using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

### (f) Impairment of non-financial assets

Non-financial assets are reviewed for impairment at each balance sheet date or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in profit or loss.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recorded in income. However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for that asset in prior years.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (g) Cash and cash equivalents in the statement of cash flows

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash on hand, bank balances and fixed deposits which are readily convertible to a known amount of cash and are subjected to an insignificant risk of changes in value.

### (h) Employees benefits

#### *Defined contribution plans*

The Company makes contributions to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Singapore Government. Contributions to CPF are charged to profit or loss in the period in which the related service is performed.

#### *Employee leave entitlement*

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

#### *Retrenchment benefits*

Retrenchment benefit is payable when the employment is terminated because of the changes in the scope of the Company's activities resulting from economic factors, restructuring/re-organisation or closing down of operations, which are often accompanied by changing staffing requirements. In some instances, it resulted in staff becoming redundant and the Company may compensate affected staff based on statutory guidelines.

### (i) Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

#### *Lease liabilities*

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (i) Leases (cont'd)

#### *Lease liabilities (cont'd)*

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

The Company remeasures the lease liability and makes a corresponding adjustment to the related right-of-use asset whenever there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

#### *Right-of-use assets*

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37 *Provisions Contingent Liabilities and Contingent Assets*. To the extent that the cost relates to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset. If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets (except for those which meet the definition of an investment property) are presented within "Plant and equipment".

The Company applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(f).

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 2 Summary of significant accounting policies (cont'd)

### (j) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expense item, it is recognised in profit or loss over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

### (k) Provisions

Provisions are recognised when the Company has a legal or constructive obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

### (l) Funds

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected unrestricted fund.

Unless specifically indicated, fund balances are not represented by any specific assets but are represented by all assets of the Company.

## 3 Donations

|                                       | 2020                 | 2019                 |
|---------------------------------------|----------------------|----------------------|
|                                       | \$                   | \$                   |
| Tax deductible donations received     | 156,699              | 162,319              |
| Non-tax-deductible donations received | 27,016               | 252,256              |
|                                       | <hr/> <b>183,715</b> | <hr/> <b>414,575</b> |

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Company. The Company's Institutions of a Public Character ("IPC") status is for the period from 1 September 2019 to 31 August 2022. The Company issued tax deductible receipts for donation received during the year amounting to \$156,699 (2019: \$162,319).

## 4 Taxation

As a charity, the Company is exempt from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 5 Plant and equipment

|                                     | Furniture<br>and<br>fittings<br>\$ | Office<br>equipment<br>\$ | Computers<br>\$ | Renovation<br>\$ | Construction<br>in<br>progress<br>\$ | Total<br>\$    |
|-------------------------------------|------------------------------------|---------------------------|-----------------|------------------|--------------------------------------|----------------|
| <b>2020</b>                         |                                    |                           |                 |                  |                                      |                |
| <b>Cost</b>                         |                                    |                           |                 |                  |                                      |                |
| At 1.1.2020                         | 60,629                             | 20,643                    | 14,804          | 194,528          | —                                    | 290,604        |
| Additions                           | —                                  | —                         | —               | —                | 44,700                               | 44,700         |
| As at 31.12.2020                    | <b>60,629</b>                      | <b>20,643</b>             | <b>14,804</b>   | <b>194,528</b>   | <b>44,700</b>                        | <b>335,304</b> |
| <b>Accumulated<br/>depreciation</b> |                                    |                           |                 |                  |                                      |                |
| At 1.1.2020                         | 57,717                             | 20,643                    | 14,804          | 113,625          | —                                    | 206,789        |
| Depreciation charge                 | 1,226                              | —                         | —               | 34,120           | —                                    | 35,346         |
| At 31.12.2020                       | <b>58,943</b>                      | <b>20,643</b>             | <b>14,804</b>   | <b>147,745</b>   | <b>—</b>                             | <b>242,135</b> |
| <b>Net carrying value</b>           |                                    |                           |                 |                  |                                      |                |
| At 31.12.2020                       | <b>1,686</b>                       | <b>—</b>                  | <b>—</b>        | <b>46,783</b>    | <b>44,700</b>                        | <b>93,169</b>  |
| <b>Comprise:</b>                    |                                    |                           |                 |                  |                                      |                |
| Accumulated Fund                    | 1,686                              | —                         | —               | 12               | —                                    | 1,698          |
| Renovation Fund<br>(Note 15)        | —                                  | —                         | —               | 46,771           | —                                    | 46,771         |
| Tech Booster Fund<br>(Note 22)      | —                                  | —                         | —               | —                | 44,700                               | 44,700         |
|                                     | <b>1,686</b>                       | <b>—</b>                  | <b>—</b>        | <b>46,783</b>    | <b>44,700</b>                        | <b>93,169</b>  |
| <b>2019</b>                         |                                    |                           |                 |                  |                                      |                |
| <b>Cost</b>                         |                                    |                           |                 |                  |                                      |                |
| At 1.1.2019 and<br>31.12.2019       | 60,629                             | 20,643                    | 14,804          | 194,528          | —                                    | 290,604        |
| <b>Accumulated<br/>depreciation</b> |                                    |                           |                 |                  |                                      |                |
| At 1.1.2019                         | 56,491                             | 20,372                    | 14,804          | 79,505           | —                                    | 171,172        |
| Depreciation charge                 | 1,226                              | 271                       | —               | 34,120           | —                                    | 35,617         |
| At 31.12.2019                       | <b>57,717</b>                      | <b>20,643</b>             | <b>14,804</b>   | <b>113,625</b>   | <b>—</b>                             | <b>206,789</b> |
| <b>Net carrying value</b>           |                                    |                           |                 |                  |                                      |                |
| At 31.12.2019                       | <b>2,912</b>                       | <b>—</b>                  | <b>—</b>        | <b>80,903</b>    | <b>—</b>                             | <b>83,815</b>  |
| <b>Comprise:</b>                    |                                    |                           |                 |                  |                                      |                |
| Accumulated Fund                    | 2,912                              | —                         | —               | 206              | —                                    | 3,118          |
| Renovation Fund<br>(Note 15)        | —                                  | —                         | —               | 80,697           | —                                    | 80,697         |
|                                     | <b>2,912</b>                       | <b>—</b>                  | <b>—</b>        | <b>80,903</b>    | <b>—</b>                             | <b>83,815</b>  |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 5 Plant and equipment (cont'd)

During the financial year, depreciation was charged as follows:

|                           | 2020<br>\$    | 2019<br>\$    |
|---------------------------|---------------|---------------|
| Accumulated Fund          | <b>1,420</b>  | <b>1,691</b>  |
| Renovation Fund (Note 15) | <b>33,926</b> | <b>33,926</b> |
|                           | <b>35,346</b> | <b>35,617</b> |

## 6 Staff costs

|                                    | 2020<br>\$       | 2019<br>\$       |
|------------------------------------|------------------|------------------|
| Salaries, bonus and other benefits | <b>2,395,155</b> | <b>2,810,629</b> |
| CPF and SDL                        | <b>352,307</b>   | <b>434,822</b>   |
| Retrenchment benefits              | <b>155,875</b>   | —                |
|                                    | <b>2,903,337</b> | <b>3,245,451</b> |

## 7 Other receivables

|                                    | 2020<br>\$     | 2019<br>\$     |
|------------------------------------|----------------|----------------|
| Other receivables                  | <b>37,129</b>  | <b>26,666</b>  |
| Refundable deposits                | <b>6,829</b>   | <b>121,182</b> |
| JSS grant receivables              | <b>59,144</b>  | —              |
| Other government grant receivables | <b>194,212</b> | <b>633,423</b> |
|                                    | <b>297,314</b> | <b>781,271</b> |

Included in the refundable deposits is an amount of \$nil (2019: \$110,163) placed with the bank as security deposit for contract with Ministry of Home Affairs.

## 8 Fixed deposits

Fixed deposits earn interest at an effective interest rate of 0.3% - 0.75% (2019: 1.58% - 1.86%) per annum and mature between 1 and 10 (2019: 1 and 9 months) from the end of the financial year.

## 9 Accrued expenses

|   | 2020<br>\$     | 2019<br>\$     |
|---|----------------|----------------|
| Accruals                                | <b>116,621</b> | <b>157,691</b> |
| Provision for employee unutilised leave | <b>111,448</b> | <b>80,466</b>  |
|   | <b>228,069</b> | <b>238,157</b> |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 10 Other payables

Included in other payables is deferred grant income of \$59,144 (2019: \$nil) relates to Jobs Support Scheme (“JSS”) that was announced at Budget 2020 and further enhanced at Resilience, Solidarity and Fortitude Budgets. JSS is intended to provide wage support to employers to help retain the local employees during the period of economic uncertainty caused by COVID-19 pandemic. Under the JSS, the Government will co-fund between 25% to 75% of the first \$4,600 of gross monthly wages paid to each local employee in a ten-month period (up to August 2020) and 10% to 50% of the same in the subsequent seven-month period (September 2020 to March 2021) through cash subsidies.

The Company has recorded JSS grant income of \$607,634 in the statement of financial activities and grant receivables of \$59,144 (Note 7) in the statement of financial position for the financial year ended 31 December 2020. In determining the timing of recognition of the JSS grant income, management has evaluated and concluded that the period of economic uncertainty commenced in April 2020 when the COVID-19 pandemic started affecting the Company’s operations.

## 11 Restricted Fund - Aftercare

|  | 2020<br>\$       | 2019<br>\$ |
|--|------------------|------------|
| Balance at beginning of financial year | <u>335,377</u>   | 99,420     |
| Income received from Com Chest         | 439,036          | 342,444    |
| Expenditure for the financial year     | <u>(150,654)</u> | (106,487)  |
| Surplus for the financial year         | <u>288,382</u>   | 235,957    |
| Balance at end of financial year       | <u>623,759</u>   | 335,377    |

Included in the balance was an amount of \$556,282 (2019: \$267,900) pertaining to grant from Com Chest. During the financial year, grant income of \$439,036 (2019: \$342,444) was received from Com Chest and the related expenditure of \$150,654 (2019: \$106,487) was incurred.

Included in expenditure are salaries and other benefits of \$118,595 (2019: \$81,990) and CPF and SDL of \$15,486 (2019: \$13,827) respectively.

This fund is set up for a programme targeted at the ex-youth offenders, purpose of which is to ensure that there is a smooth transition for the youths from the institutions to their respective community, and to reduce the potential of re-offending.

## 12 Restricted Fund - Straits Times School Pocket Money

|  | 2020<br>\$     | 2019<br>\$ |
|--|----------------|------------|
| Balance at beginning and end of financial year | <u>(3,015)</u> | (3,015)    |

This fund is set up to provide pocket money to children from low-income families to help them through school. The children can use this money for school-related expenses, such as buying a meal during recess, paying for transport or using it to meet other schooling needs.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 13 Restricted Fund - Bursary

|  | 2020<br>\$     | 2019<br>\$ |
|--|----------------|------------|
| Balance at beginning of financial year | <u>8,560</u>   | 10,000     |
| Income                                 | 5,000          | –          |
| Expenditure for the financial year     | <u>(9,546)</u> | (1,440)    |
| Deficit for the financial year         | <u>(4,546)</u> | (1,440)    |
| Balance at end of financial year       | <u>4,014</u>   | 8,560      |

The purpose of this bursary, contributed by Every Nation Church Singapore (ENCS), is used to support Trybe’s needy youth clients in their education.

## 14 Restricted Fund - President’s Challenge

|  | 2020<br>\$      | 2019<br>\$ |
|--|-----------------|------------|
| Balance at beginning of financial year   | <u>229,484</u>  | 58,692     |
| Donations                                | –               | 250,000    |
| Expenditure for the financial year       | <u>(64,291)</u> | (79,208)   |
| (Deficit)/surplus for the financial year | <u>(64,291)</u> | 170,792    |
| Balance at end of financial year         | <u>165,193</u>  | 229,484    |

This fund is set up for the supported programmes and areas approved by President’s Challenge. Included in expenditure are salaries and other benefits of \$51,405 (2019: \$64,196) and CPF and SDL of \$8,869 (2019: \$3,282) respectively.

## 15 Restricted Fund - Renovation Fund

|  | 2020<br>\$      | 2019<br>\$ |
|--|-----------------|------------|
| Balance at beginning of financial year | <u>80,697</u>   | 114,623    |
| Depreciation charge (Note 5)           | <u>(33,926)</u> | (33,926)   |
| Balance at end of financial year       | <u>46,771</u>   | 80,697     |

The fund is provided for refurbishment at Tampines office.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 16 Restricted Fund - UWW-BNY Mellon

|  | 2020<br>\$ | 2019<br>\$ |
|--|------------|------------|
| Balance at beginning of financial year | –          | 29,534     |
| Donations                              | –          | –          |
| Expenditure for the financial year     | –          | (29,534)   |
| Deficit for the financial year         | –          | (29,534)   |
| Balance at end of financial year       | –          | –          |

This fund is set up for the mentoring program that addresses the issue of early school dropout. Included in expenditure are basic salary and other benefits of \$nil (2019: \$22,997) and CPF and SDL of \$nil (2019: \$3,397) respectively.

## 17 Restricted Fund - State Street Grant

|  | 2020<br>\$   | 2019<br>\$   |
|--|--------------|--------------|
| Balance at beginning of financial year | 5,441        | 41,327       |
| Expenditure for the financial year     | (3,366)      | (35,886)     |
| Balance at end of financial year       | <u>2,075</u> | <u>5,441</u> |

This fund is set up for the supported 6-month early-intervention program for a total of approximately 11 at-risk youths in Singapore. Included in expenditure are salaries and other benefits of \$nil (2019: \$29,101) and CPF and SDL of \$nil (2019: \$4,688) respectively.

## 18 Restricted Fund - Octava

|  | 2020<br>\$ | 2019<br>\$   |
|--|------------|--------------|
| Balance at beginning of financial year | 4,555      | 7,142        |
| Expenditure for the financial year     | (3,594)    | (2,587)      |
| Balance at end of financial year       | <u>961</u> | <u>4,555</u> |

This fund is set up to support Short Term Financial Support (STFS) Programme for the period of 3 years.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 19 Restricted Fund - Singapore Boys' Hostel

|  | 2020<br>\$       | 2019<br>\$       | (Restated)<br>\$ |
|--|------------------|------------------|------------------|
| Balance at beginning of financial year, as previously stated | 886,243          | –                | –                |
| Prior year restatement (Note 31)                             | 1,506,559        | 1,506,559        | –                |
| Balance at beginning of financial year, as restated          | <u>2,392,802</u> | 1,506,559        | –                |
| Grants   | 2,243,430        | 2,077,132        | –                |
| Jobs Support Scheme  | 239,990          | –                | –                |
| Expenditure for the financial year                           | (1,434,487)      | (1,190,889)      | –                |
| Surplus for the financial year                               | 1,048,933        | 886,243          | –                |
| Balance at end of financial year                             | <u>3,441,735</u> | <u>2,392,802</u> | –                |

This fund is set up for running the programme that serves male probationers, ages 12-21 years old, toward success through restorative coaching, constructive engagement, community re-integration, in a therapeutic environment.

Included in expenditure are salaries and other benefits of \$997,388 (2019: \$774,568) and CPF and SDL of \$166,908 (2019: \$129,903) respectively. Also, the expenditure is stated after elimination of shared services expenses of \$449,236 (2019: \$221,040). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after cumulative shared services expenses of \$1,306,766 (2019: \$857,530) is \$2,134,969 (2019: \$1,535,272).

## 20 Restricted Fund - Enhanced Volunteer Manager Scheme

|  | 2020<br>\$    | 2019<br>\$ |
|--|---------------|------------|
| Balance at beginning of financial year | 43,275        | –          |
| Grants                                 | –             | –          |
| Balance at end of financial year       | <u>43,275</u> | –          |

This fund is set up for the hiring of a Partnership Manager who will focus on (i) enhancing the Company's community and volunteer engagement strategies, and (ii) strengthening the Company's overall strategic planning function.

## 21 Restricted Fund - Project Back-to-Basics

|  | 2020<br>\$    | 2019<br>\$ |
|--|---------------|------------|
| Balance at beginning of financial year | –             | –          |
| Grants                                 | 64,000        | –          |
| Balance at end of financial year       | <u>64,000</u> | –          |

This fund is set up to support Social Workers, Case Workers, and Youth Workers to increase their professional capacity and capability through streamlining of processes, redesigning of jobs, and technology adoption to serve the clients better and faster.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 22 Restricted Fund - Tech Booster

|  | 2020<br>\$     | 2019<br>\$ |
|--|----------------|------------|
| Balance at beginning of financial year | —              | —          |
| Grants                                 | <b>280,000</b> | —          |

Balance at end of financial year

|                                  | 2020<br>\$     | 2019<br>\$ |
|----------------------------------|----------------|------------|
| Balance at end of financial year | <b>280,000</b> | —          |

This fund is set up for the deployment of 3 different technologies that aimed to increase the efficiency and effectiveness of operations at the Singapore Boys' Hostel. During the current financial year, the Company has utilised \$44,700 in construction in progress (Note 5).

## 23 Restricted Fund - Bridge to Employment Grant

|  | 2020<br>\$      | 2019<br>\$ |
|--|-----------------|------------|
| Balance at beginning of financial year | —               | —          |
| Grants                                 | <b>15,372</b>   | —          |
| Expenditure for the financial year     | <b>(13,367)</b> | —          |
| Surplus for the financial year         | <b>2,005</b>    | —          |
| Balance at end of financial year       | <b>2,005</b>    | —          |

This fund is set up to provide monthly school-based engagement to 30 Secondary School students for a period of 3 years. Included in expenditure are basic salary and other benefits of \$12,832 (2019: \$nil) and CPF and SDL of \$nil (2019: \$nil) respectively.

## 24 Restricted Fund - ACI Trampoline Fund

|  | 2020<br>\$    | 2019<br>\$ |
|--|---------------|------------|
| Balance at beginning of financial year | —             | —          |
| Grants                                 | <b>15,000</b> | —          |

Balance at end of financial year

|                                  | 2020<br>\$    | 2019<br>\$ |
|----------------------------------|---------------|------------|
| Balance at end of financial year | <b>15,000</b> | —          |

This fund is set up for the engagement of 14 youths under the Building Eco-System (BES) service to assist in their completion of internship, industry related certification and securing employment successfully.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 25 Restricted Fund - The Invictus Fund

|  | 2020<br>\$      | 2019<br>\$ |
|--|-----------------|------------|
| Balance at beginning of financial year | —               | —          |
| Grants                                 | <b>50,000</b>   | —          |
| Expenditure                            | <b>(31,905)</b> | —          |
| Surplus for the financial year         | <b>18,095</b>   | —          |
| Balance at end of financial year       | <b>18,095</b>   | —          |

This fund is set up for the continuation of service to the clients through salary support and process modifications. Included in expenditure are basic salary and other benefits of \$25,576 (2019: \$nil) and CPF and SDL of \$412 (2019: \$nil) respectively.

## 26 Related party transactions

(a) In addition to information disclosed elsewhere in the financial statements, the following transactions took place between the Company and related parties during the year on terms agreed between the parties concerned:

|                                      | 2020<br>\$     | 2019<br>\$ |
|--------------------------------------|----------------|------------|
| <b>Key management personnel</b>      |                |            |
| - Salaries, bonus and other benefits | <b>470,075</b> | 592,721    |
| - CPF                                | <b>62,907</b>  | 85,353     |

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

The above remuneration is paid to 6 (2019: 6) key management personnel of the Company. The directors of the Company are volunteers and they did not receive any remuneration from the Company during the financial year.

## (b) Recharge of shared services income and expense

Certain costs for corporate functions are recharged to its various programmes namely Singapore Boys' Hostel, Community and Youth Services and Community Rehabilitation Centre. The amount recharged to various programmes amounted to \$830,368 (2019: \$939,166). This recharge is eliminated upon preparing this financial statement.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 27 Leases

### Nature of the Company's leasing activities

The Company leases office premise from HDB and equipment from non-related parties. These are short-term and/or low-value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the Company is a lessee is presented below:

### Amounts recognised in profit or loss

### Lease expense not included in the measurement of lease liabilities

|   | 2020<br>\$    | 2019<br>\$    |
|---|---------------|---------------|
| Lease expense - short term leases       | 10,543        | 18,794        |
| Lease expense - low value assets leases | 7,126         | 5,200         |
|   | <b>17,669</b> | <b>23,994</b> |

During the financial year, total cash flows for leases amounted to \$17,669 (2019: \$23,944).

## 28 Capital commitment

Capital commitments not provided for in the financial statements:

|  | 2020<br>\$ | 2019<br>\$ |
|--|------------|------------|
| Capital commitment in respect of plant and equipment | 163,780    | -          |

## 29 Financial instruments

### a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of the financial year are as follows:

|   | 2020<br>\$       | 2019<br>\$ |
|---|------------------|------------|
| <i>Financial assets</i>                 |                  |            |
| Financial assets at amortised cost      | <b>6,004,624</b> | 4,837,142  |
| <i>Financial liabilities</i>            |                  |            |
| Financial liabilities at amortised cost | 153,938          | 227,013    |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 29 Financial instruments (cont'd)

### b) Financial risk management

The Company's risk management is determined and carried out by the directors on an informal basis. The Company is exposed to the following risks:

#### *Credit risk*

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Company's maximum exposure to credit risk is represented by the carrying amount of financial assets as set out in Note 29(a). The Company has no significant concentration of credit risk. Fixed deposits and bank and cash balances are placed in banks and financial institutions with good credit ratings.

The Company trades only with recognised and creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, debtors' balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant.

The following sets out the Company's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

| Description of evaluation of financial assets   | Basis for recognition and measurement of ECL |
|---|--|
| Counterparty has a low risk of default and does not have any past due amounts   | 12-month ECL                                 |
| Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition   | Lifetime ECL - not credit-impaired           |
| Contractual payments are more than 90 days past due or there is evidence of credit impairment   | Lifetime ECL - credit-impaired               |
| There is evidence indicating that the Company has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. | Write-off                                    |

Credit risk exposure in relation to financial assets at amortised costs as at 31 December 2020 and 31 December 2019 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2020 and 31 December 2019.

#### *Liquidity risk*

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Company's objective is to maintain a balance between continuity of funding and subsidies from the government.

The financial liabilities (excluding provision for employee unutilised leave) of the Company as presented in the balance sheet date are due within 12 months from the balance sheet date and approximate the contractual undiscounted payments.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 29 Financial instruments (cont'd)

### b) Financial risk management (cont'd)

#### *Interest rate risk*

The Company's income and operating cash flows are substantially independent of changes in market interest rates. The Company has no interest-bearing assets or liabilities, except for the fixed deposits which bear interest rate as disclosed in Note 8.

The sensitivity analysis for interest rate is not disclosed as the effect on income or expenditure was not significant.

### c) Fair values

The carrying amounts of the financial assets and financial liabilities approximate their fair values.

## 30 Fund management

The Company's objectives when managing its capital are to safeguard and to maintain adequate working capital to continue as going concern. The Company's capital comprises its fund as presented on the balance sheet.

No changes were made to the fund management objectives and policies for the financial years ended 31 December 2020 and 31 December 2019.

## 31 Prior year restatements

Prior to financial year ended 2019, grants and expenditure in relation to running the Singapore Boys' Hostel were accounted for in the Accumulated Fund. In 2019, the management had accounted for the grants entitled in 2019 and expenditure incurred in 2019 as restricted fund. In the current financial year, the management has ring-fenced all grants and expenditure received as at 31 December 2020 as restricted fund. Accordingly, a transfer from Accumulated Fund to Singapore Boys' Hostel Fund is made retrospectively.

The prior year restatement did not have an effect on the net surplus and statement of cash flows for the financial year ended 31 December 2019.

The details of the prior year restatement are as follows:

|                             | As previously reported<br>\$ | Amount restated<br>\$ | As restated<br>\$ |
|-----------------------------|------------------------------|-----------------------|-------------------|
| <i>At 1 January 2019</i>    |                              |                       |                   |
| General Fund                | 3,514,759                    | (1,506,559)           | 2,008,200         |
| Singapore Boys' Hostel Fund | —                            | 1,506,559             | 1,506,559         |
| <i>At 31 December 2019</i>  |                              |                       |                   |
| General Fund                | 3,076,998                    | (1,506,559)           | 1,570,439         |
| Singapore Boys' Hostel Fund | 886,243                      | 1,506,559             | 2,392,802         |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

## 32 Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 December 2020 were authorised for issue in accordance with a resolution of the directors dated 21 May 2021.

# Governance Evaluation Checklist

| S/N  | Code Guideline   | Code   | Response |
|--|--|--------|----------|
| <b>BOARD GOVERNANCE</b>                        |  |        |          |
| 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 staff appointments? (skip items 2 and 3 if "No")   |        | No       |
| 4  | 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. 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. | 1.1.7  | Complied |
| 5  | All governing board members must submit themselves for re-nomination and reappointment, at least once every 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?   |        | Yes      |
| 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 | Complied |
| 8  | There are documented terms of reference for the Board and each of its committees.  | 1.2.1  | Complied |
| <b>CONFLICT OF INTEREST</b>                    |  |        |          |
| 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.   | 2.1    | Complied |
| 10   | Governing 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 that the charity's activities are in line with the charity's 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 |
| 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.  | 5.5    | Complied |
|  | Are there volunteers serving in the charity? (skip item 15 if "No")  |        | Yes      |
| 15   | There are volunteer management policies in place for volunteers.   | 5.7    | Complied |

## FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

|                                    |   |       |          |
|------------------------------------|---|-------|----------|
| 16                                 | There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.  | 6.1.1 | Complied |
| 17                                 | The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.  | 6.1.2 | Complied |
| 18                                 | The Board ensures that 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, 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")   |       | Yes      |
| 21                                 | The charity has a documented investment policy approved by the Board.   | 6.4.3 | Complied |
| <b>FUNDRAISING PRACTICES</b>       |   |       |          |
|                                    | 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")   |       | Yes      |
| 23                                 | All donations in kind received are properly recorded and accounted for by the charity.  | 7.2.3 | Complied |
| <b>DISCLOSURE AND TRANSPARENCY</b> |   |       |          |
| 24                                 | The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (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       |
|                                    | Does the charity employ paid staff?   |       | Yes      |
| 27                                 | No staff is involved in setting his own remuneration.   | 2.2   | Complied |
| 28                                 | 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 (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. 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 |
| 29                                 | 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 belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. 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 |
| 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 |



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