



## ANNUAL REPORT FOR THE PERIOD 1 JANUARY 2019 - 31 DECEMBER 2019

### CORPORATE INFORMATION

Incorporated on 2 November 1995 as "Save the Children Singapore Limited" (UEN: 199507763G), the Company was registered as a Charity on 24 January 1996 (charity registration number 1152) and attained its Institute of a Public Character (IPC) status (IPC registration number 623) on 1 June 2008. On 13 September 2010, the Company, via an extraordinary meeting and ACRA lodgement, executed a change of Company name to "**Trybe Limited**".

The Charity's registered address is Block 479 Tampines Street 44, #01-241, Singapore 520479.

### VISION

*Every Youth a Success Story*

### MISSION

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

### CORPORATE VALUES

<b>Resilience</b>	-	Overcoming adversity and emerging stronger
<b>Integrity</b>	-	Guiding decisions with moral principles
<b>Serving</b>	-	Going the extra mile for others
<b>Excellence</b>	-	Expecting the best

### DIRECTORS AND OFFICE BEARERS

<u>Name</u>	<u>Designation</u>
Ms Rachel Ong Sin Yen <i>Director since 9 January 2001</i>	Chairman <i>Appointed on 27 May 2015</i>
Mdm Wong Kee Yin <i>Director since 17 November 2015</i>	Director
Mdm Julia Wong Fei Yen <i>Director since 1 June 2007</i>	Treasurer <i>Appointed on 25 May 2019</i>
Mrs Pamelia Lee <i>Director since 2 November 1995</i>	Director
Ms Ingrid Christina Hanson <i>Director since 12 July 2000</i>	Director
Mr Ng Lok Man <i>Director since 6 September 2007</i>	Director



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Ms Tan Lay Hong

Company Secretary  
*Appointed on 6 December 2019*

### BOARD SUB-COMMITTEES

#### Audit Committee

Mr Daniel Ng Lok Man

#### Appointment

Chairman

*Appointed on 25 May 2019*

Mdm Wong Kee Yin

Member

*Appointed on 18 May 2018*

#### Human Resources Committee

Ms Rachel Ong Sin Yen

#### Appointment

Chairman

*Appointed on 23 June 2008*

Mrs Pamelia Lee

Member

*Appointed on 23 June 2008*

### CHIEF EXECUTIVE

The incumbent Chief Executive of the Company is Nicholas Lee (employed since 1 April 2005)

### BANKERS

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

### AUDITOR

The independent external auditor for the Company is Baker Tilly TFW LLP.

### OBJECTIVE

The objects for which the Company is established are:

- (1) *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) *Within the limits of the charitable objects set out above to do all or any of the under-mentioned things:-*
  - (i) *to preserve child life wherever it is menaced by conditions of hardship and distress;*
  - (ii) *to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;*



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(iii) *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*

(iv) *to enquire into the needs of those who may be benefitted hereunder the better to promote the charitable objects aforesaid.*

(3) *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.*

*Provided always that notwithstanding anything heretofore contained no grant, aid or assistance shall be given which shall be in aid of any political organization or for any political purpose.*

### FUNDING SOURCES

The Charity is financially supported by:

- Government grants
- Payments and proceeds from programmes and services rendered to clients
- Donations

### CHIEF EXECUTIVE'S OVERVIEW OF THE PERIOD

One of the key pieces of work for the year was the continued development of the Practice & Development unit, under the direct purview of the CE. The Lead Social Worker has spent a good part of 2020 working tirelessly to set up supervision and support structures to perform clinical supervision for the various direct service work areas in Trybe. Several formats for such a supervision framework were developed – individual, group (within the same service) and cross-service sharing sessions were initiated and conducted. This development of the professional practice will continue into 2020 and beyond. It is the CE's expectation that this team will expand in the coming years.

The charity also conducted engagement sessions regarding its vision and mission with staff and external stakeholders, articulating the youth and their stakeholders that the charity would work with. This engagement would continue into 2020 as well.

Corporate governance within the charity continue to be one of the key areas of focus for the Charity, with the continued review of key policies such as the Financial Regulations, Human Resources Policy and Technology Policy. This bids the way for more streamlined operations and stricter controls and procedures in the charity.

The charity was also invited to participate in the tender process for the community rehabilitation centre (CRC) as a managing agent of the Singapore Prison Service (SPS). The charity submitted its tender bid in the third quarter 2019, and expects results within the first quarter of 2020.

### DIVISIONAL UPDATES FOR THE PERIOD

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### Corporate Services Division

- It is incumbent for the Company to ensure policies remain up-to-date and in compliance to statutes and sector's best and current practices. In line with its periodic review of processes, the Division conducted an intensive review of the Company's Human Resources Policy, Financial Regulations and Technology & Infrastructure Policy. The revised policies were presented and approved by the Board and are now being used.
- Within the ambit of corporate good governance and compliance, and to protect the Company and the staff from any appearance of impropriety, the Division directed a Company-wide Conflict of Interest (COI) disclosure exercise between October and November. Specific procedures are prescribed by the Company when actual, potential or perceived conflict of interest arises.
- Understanding the needs of the staff, the Division, through the Human Resources (HR) Department, launched two (2) welfare initiatives. First, under a pilot that started in Q1, the Company has allowed staff to take up to 3 non-consecutive days of sick leave without producing a medical certificate through the new Honour Sick Leave/Caregiving Leave system. Second, harnessing the power of technology to provide staff a new medical benefit experience, i.e. accessibility to clinics via mobile app and cashless visits to participating GP clinics, the Company has appointed a medical third party administrator (TPA) to partner with. Having implemented the above initiatives, morale of the staff increased while the Company cuts down on paperwork and contained its medical and other related costs.
- The Company is committed to the professional development of its staff. Having gained traction this year, the Division through the HR Department, created a training roadmap that provides structured training and development plan for every category of staff. With training roadmaps in place, the Company anticipates substantial increase in staff's interest in learning as roadmaps show how each piece of training fits into their growth and their future in the Company, thereby reducing time to proficiency, increasing staff engagement, decreasing turnover rate, and staff learning to make a more substantial contribution to the Company, potentially.
- Staff strength is represented below:

Staffing as at	Corporate Services Division	Strategy & Development Division	Community & Youth Services Division	Hostel Division	CRC Division	Total
1 Jan 2019	11	1	11	22	20	65
31 Dec 2019	11	3	6	22	19	61

- The Division through the Technology & Infrastructure Department continues to find ways to protect the Company against cyberattacks, security breaches and data loss or corruption. To achieve this, the Company's secured places of storing, organizing, sharing, and accessing information are now being backed up every 12 hours. In addition, cloud storage space is also allotted for each staff account to back-up locally saved data, files and information for minimum downtime during data transfers and also for protection against data loss.
- As the Company continues to strengthen connectivity by unifying its processes, infrastructure and resources, the Division through the Technology & Infrastructure Department configured all Trybe networks work as one. With this unification of Company networks, staff are allowed



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access and utilization of Company resources without the requirement of being physically present in the office premise, thus improving work efficiency and productivity.

- Through Technology & Infrastructure Department, the Division also worked on solutions that reduced a number of tasks the staff would otherwise needed to do manually. Examples of such solutions successfully created and implemented are the Guest Management System which keeps records of guests securely; the Resident Management System, an all-in one system that helps authorised staff manage and easily retrieve residents' information; and Weekly Coaching Report which significantly hasten the process of determining and identifying the offenses of the residents. Having such automated solutions, staff are allowed more time to focus on other tasks that will add genuine value to the work/service the Company provides.

### **Strategy & Development Division**

- The Strategy & Development Division (SD) led the Company in securing the NCSS Organisation Development Transformation which aims to strengthen the capacity and capability of Trybe to provide professional and effective services to the clients.
- In line with developing the clarity and professional standards for our services, the Division together with the Practice & Development Unit kicked-off the development of the Theory of Change for each of the Divisions in Trybe. The Theory of Change helps clarifies critical functions and roles of staff and guides the Divisions in designing their interventions to meet their overall objective.
- Facilitated the application of the Bicentennial Community Fund which provides dollar-for-dollar matching for donations to Trybe. This doubles the donations received by the Company, allowing more clients to be supported through its services.
- To increase the Company's branding and online presence, the Division redesigned the website. This aims to provide better user experience to viewers, highlighting Trybe's services and social impact at the same time. The website also communicate our campaigns externally, be it for donations, advocacy or general purposes. Its interface was improved and made more responsive and adaptable to different device users. It was also designed to function as another payment gateway for donors to give.
- Through Search Engine Optimization and the improvement of the website's content and user flow, the Division also increased the quality and quantity of website traffic. This lead to an increase in the number of online enquiries since the website relaunch.
- To increase public engagement, the Division increased the usage of its social media platform by pushing out a larger quantity of content which engages the public and share a message of hope to the youth population, while also featuring the different work that the Company does. The Division also started Trybe's LinkedIn profile, targeting corporates and the working population in Singapore.
- The Division launched its first set of publicity materials consisting of a corporate brochure, corporate folder, marketing brochure for each service, success story booklet and others. These publicity materials created a better, more professional image of the Company during its engagement with external parties.
- At the invitation of the Ministry of Social and Family Development, the Division together Trybe Chief Executive represented Trybe at the United Nations' 81st Session Of The Committee on the Rights of the Child (UNCRC) at Geneva, Switzerland. Trybe shared about our experiences working with the at-risk youth population in an alternative report submitted to the UNCRC.



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- The Division also represented Trybe in the 14<sup>th</sup> ASEAN GO-NGO Forum on Social Welfare and Development held in Laos. The forum aims to uplift the quality of life and raise the standard of living of socially vulnerable groups in the ASEAN region.
- The Division coordinated a sharing session for 40 Principals and Vice-Principals on the topic surrounding working with youth-at-risk and their families, and a session for North Vista Primary school teachers about supporting and understanding youth with behavioural risk.
- The Division also facilitated staff to be featured twice on the Straits Time, interviewed with Austin Rogers from A Lot To Learn and interview with online publication Everyday People.
- The Division also participated in National Events such as SG Cares Bicentennial Campaign and Creative Nation.

### Community & Youth Services Division

- In April 2019, the Special Projects Department was restructured into 2 services:
  - Outreach & Intervention Services – works with risks and needs of youths in the community. Since May 2019 with the closure of YARE (Youth-At-Risk Engagement), Trybe continues to serve youths under a new service name Chrysalis. Under this service, youths with mental health symptoms are also being supported.
  - Rehabilitation & Reintegration Services – works mainly with higher risks and needs of youths involved in offending behaviours and those who have been institutionalized. A new service named OASYS (Overcoming Addictions Securing Youths' Successes) was also introduced in the 2<sup>nd</sup> half of the year, to cater to youths who struggle with substance addiction.
- The CYGO-funded YARE programme came to a close in May 2019 with Trybe continuing the service as Chrysalis to include meeting of youth mental health needs. Over the 3-year period of running YARE, Trybe had more than 150 youths referred from the community and had served 79 of them. Of these cases served, 57% completed the programme successfully while 6% had disruption of service due to various reasons like transition to institutions and enrolment to other mandatory programmes. The remaining 37% did not manage to complete the programme successfully.
- The 3-year evaluation for GRYT (Growing Resilient Youths in Transition) service concluded in 2019. However, the service continues to serve male probationers who are transitioning out of Singapore Boys' Hostel into the community. Up to 2019, GRYT served a total of 57 clients, 39 completed successfully and 10 remained open currently. The service has a high success rate of 83%. Having consolidated learning over the period and strengthened processes, a practice framework was developed for the service. As part of strengthening the support network for the youth clients in the community, the Division also had a series of collaboration efforts in 2019 through the work in Rehabilitation & Reintegration Services. I'mpart which is a volunteer run non-profit organization offers academic coaching to the youth clients. MUIS offered community resources for our clients and referral of their youths to Trybe services via the Leap Initiative of Social Development Centre. Through OASYS, NAMS (National Addictions Management Service) offers community based intervention for the Trybe youth clients who need their services. These are some examples of community collaboration efforts.
- As the Division clarifies the direction to strengthen the work in serving youths with risks and needs, a shift of focus took place in 2019 Q3, from school-based programme approach to community-based casework. This involved the cessation of operation for Training & Development Department in October 2019.

### **Singapore Boys' Hostel**

- In March, the Hostel staff and residents hosted President Halimah Yacob for a lunch visit as part of her Tiny Bites engagement with children and youth in residential homes. Under the guidance of the Youth Workers, the residents were involved in planning the lunch programme, and took on various roles such as emcee, tour guide and presenter. It was a special experience for the residents to engage with Madam President personally and share about their family and aspirations for the future.
- In April, the Hostel collaborated with the Sengkang Neighbourhood Police Centre (NPC) and Children in Care Service, Ministry of Social and Family Development (MSF) to organise a Table-Top Exercise to discuss and develop an effective approach to manage a riot outbreak, should it take place in the Hostel. It was a fruitful exercise as the representatives strengthened coordination for the emergency response, while keeping the safety of staff and residents as top priority.
- Also in April, during a learning journey for the National Committee on Prevention, Rehabilitation and Recidivism (NCPR), the Hostel hosted members of the Committee, including, Minister for Manpower and Second Minister for Home Affairs, Mrs Josephine Teo and Minister of State, Ministry of Social and Family Development and Ministry of Foreign Affairs, Mr Sam Tan.
- The Hostel residents were involved in a year-long service-learning project where they organised regular befriending and craft sessions with the elderly from Montfort Care Senior Activity Centre. The residents learnt to consider the interests of the elderly above their own as they plan the session activities which were well received by the elderly.
- With the support of the Ministry of Social and Family Development (MSF), Hostel collaborated with Outward Bound Singapore (OBS) to develop our first-ever 4D3N camp in Pulau Ubin for the residents. Through adventure learning, the residents built closer bonds with one another and the staff through learning to work together and overcome challenges positively. Many of them excelled and showed that they are able to lead well when they put their heart and focus on achieving something.

### **Community Rehabilitation Centre**

Having managed the Community Rehabilitation Centre (CRC) for more than 5 years, we reflected and refined our work with addictions with a view to provide more relevant and impactful services in the years ahead. This informed the following initiatives and efforts:

#### **Learning Journeys**

- The CRC organised targeted learning journeys to various Social Service Agencies (SSAs) for exchange of knowledge and experiences. Some of the groups that we met with are:
  - Touch Cyber Wellness (TCW)
  - Ashram Halfway Houses
  - New Life Youth Hub
  - We Care Community Services (WCCS)
  - Community Psychology Hub
- The discussions with these groups provided a reference point to gauge where our own practices stood in relation to those within the community. This supported in the refinement of some of our processes and also provided an opportunity for us to share our experiences and work with others in the community.



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- These meetings also stirred us to start initiatives that allowed for greater support of our resident, in the aftercare phase. This included a collaboration with WCCS that allows residents access to counselling and group work after they graduate from the CRC. We also made connections with Common Ground Floorball with whom we have developed a programme that would link residents up with other floorball teams in the community so that our residents can join in post discharge.

### Focus on Volunteer Involvement within the CRC

- We continued to involve volunteers from the community, for two very important reasons: first, these volunteers are a representation of the positive community that many of our residents would not be exposed to. The encouragement and affirmation that our residents would be exposed to through these volunteers go a long way to develop a positive identity within our residents. Second, these volunteers also operate as positive community support for the residents in their aftercare journey.

### Practice & Development Unit

- The Practice & Development Unit (PD) was involved in crafting and submitting the United Nations Convention on the Rights of the Child (UNCRC) alternative report. PD subsequently attended a 5-day study trip together with MSF representatives to Geneva, Switzerland. The study trip included networking with Child Rights Agencies and attending Oral Presentations from other countries. Our report submitted on Mar 2019 focused on Juvenile Justice, Rehabilitation of Youth, Detention and Punishment as well as Family Environment and Alternative Care. CE and Head, Strategy & Development subsequently attended Singapore's Oral Presentation in May 2019.
- Practice & Development evaluated the Practitioners Network Group (PNG) since its launch on January 2019. All social workers, counsellors and case workers participated in all the sessions. 100% of the participants find PNG helpful with 85% rating it as very helpful. Other comments include the benefits of having individual supervision that is customized to their needs as well as useful resources being shared during PNGs platform. Workers also experienced support from each other in the group sessions. More specialized topics were encouraged and hence in 2020 PD would be inviting external guest speakers with specialised skillset to enhance the professional competencies of practitioners. PD aims to bring in guest speakers from multi-disciplines, e.g. master social workers, lead counsellors, principal psychologists as well as art therapists to allow for a holistic development of our workers and to encourage collaborative work across disciplines.
- In 2019 Q1 and Q2, the PNGs focused on worker's case management competencies.
- In 2019 Q3, the PNGs focused more on specialized topics as well as networking with collaborators. PD worked with two of Trybe's senior workers to present specialized topics relating to youth gangs and substance abuse among youths at inter-agency sharing platforms hosted in Trybe's office.
  - The first topic on 'Working with Youths in Gangs' was attended by 18 of Fei Yue Youth Go! Team's youth workers.
  - The second topic on "Working with Youths with Substance Abuse" was attended by Ang Mo Kio Family Service Centre's Youth Infinity. Both Punggol and Ang Mo Kio branch were represented.
- The above sessions were attended by practitioners from Trybe across the 3 divisions so as to also encourage inter-agency networking. 100% of the participants rated the session has helped



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them gain new knowledge. Most invited practitioners hope to stay in touch and work on potential collaboration with Trybe.

- In 2019 Q4 to 2020 Q1 (namely 28 November 2019, 12 December 2019 & 16 January 2020), PD connected and worked with one of Trybe's senior workers to present the topic on "Working with Youths and Gangs" to Social Work students from the Diploma in Social Sciences (Social Work) on a three-part lecture series comprising of teaching, facilitative activities as well as a live sharing of one of an ex-client's journey to leave a gang. The experience was well-received by the students and was an empowering experience for an ex-client to know his life story can now become an inspiration.
- PD worked closely with HR to roll out SSG's 2019 launch on skills framework for the social service sector. Technical Skills Competencies (TSC) of related disciplines were shared with all practitioners in January 2019.
- PD worked with HR all year round to incorporate SSG skills framework and professional career pathways into Trybe's training roadmap. Below are items being developed:
  - TSCs review and assessment document (i.e. assessment is conducted together with mid and year-end review);
  - Recommended trainings were consolidated across Trybe's divisions (i.e. SBHL, CYS, CRC to ensure professional development tracks were aligned within the three divisions);
  - Learning Needs Identification template was developed for workers to plan learning needs appropriate to the job scope during goal setting. This template would be reviewed by reporting officers together with HR.
- In 2019 Q4, PD also developed the practice framework together with the practitioners for GRYT – Growing Resilient Youth in Transition programme. The practice framework was presented to MSF's representatives from the Probation and Community Rehabilitation Services (PCRS) and the Clinical and Forensic Psychology Service (CFPS) of the Ministry of Social and Family Development (MSF).
- PD is also in talks with National University of Singapore (NUS) Social Work Department on working with Trybe for research. PD would be partnering Social Work Honours students on a research topic. The topic currently explored relates to desistance theory and on the question "What builds youth's capacity for change". Actual research will be implemented in 2020 Q3 in conjunction with the NUS Social Work academic semester. The aim of the collaboration is for the research findings to inform, shape and strengthen Trybe's rehabilitation programmes for youth.

### GOVERNANCE EVALUATION CHECKLIST

The Charity maintains the list of Governance Evaluation Checklist (GEC) as prescribed by the Charity Council. These are updated on the charity council website.

### DISCLOSURE FOR TERMS OF DIRECTORSHIPS BEYOND 10 YEARS

<u>Name</u>	<u>Remarks</u>
<b>Mrs Pamelia Lee</b> Director since 2 November 1995	Mrs Lee was the founding Chairperson of Trybe Limited. She was key to rallying support to set up the charity in the beginning; instrumental in initial and continued fundraising efforts. Mrs Lee has developed networks to advise on the work

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that Trybe does and she continues to advise the executive actively, provides guidance and rallies support and fundraising efforts for Trybe. Mrs Lee organised and hosted a small private dinner in 2019 for the benefit of Trybe.

### **Ms Ingrid Christina Hanson** *Director since 12 July 2000*

Ms Hanson has been actively involved in the work of Trybe, specifically, she has played a key advisory role in the setting up of the Boys' Hostel. Ms Hanson continues to be an avid supporter of Trybe's work and is passionate about strengthening family ties. An advocate of the many helping hands approach, Ms Hanson always endeavour to forge collaborative relationships between Trybe and other agencies.

### **Ms Rachel Ong Sin Yen** *Director since 9 January 2001*

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. 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.

### **Mr Daniel Ng Lok Man** *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. Mr Ng has also been involved in growing the fund raising efforts in Trybe through his own network of friends and family. The Board and executives are grateful for his personal commitment to Trybe and for his continuous provision of significant advise and guidance with regards to Trybe's fiscal matters.

### **Mdm Julia Wong Fei Yen** *Director since 1 June 2007*

Mdm Julia Wong has brought her experience in the public service to Trybe, especially in the area of communications and public relations. Her pieces of advice to the Board and executives have been well regarded and appreciated. She also advises the Board and Chief Executive on matters relating to good governance and best and progressive practices to further strengthen Trybe's position in the Social Service Sector.

## DISCLOSURE OF RELATED PARTIES IN EMPLOYMENT

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

## MEETINGS AND BOARD MEMBER ATTENDANCE

Name	Board Meeting (12 Mar 2019)	Board Meeting (25 May 2019)	Annual General Meeting (25 May 2019)	Board Meeting (28 Aug 2019)	Board Meeting (13 Nov 2019)

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Ms Rachel Ong Sin Yen	Yes	Yes	Yes	Yes	Yes
Mr Daniel Ng Lok Man	Yes	Yes	Yes	No	Yes
Mdm Wong Kee Yin	Yes	No	No	Yes	Yes
Mrs Pamelia Lee	No	Yes	Yes	No	Yes
Ms Ingrid Christina Hanson	No	No	No	Yes	Yes
Mdm Julia Wong Fei Yen	No	Yes	Yes	Yes	Yes

### RESERVES

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

	Current Year	Previous Year	% Increase / (Decrease)
<b>Unrestricted Funds (Reserves)</b>	<b>3,076,998</b>	3,514,759	(12.45%)
Restricted / Designated Funds:			
- Building Fund	0	0	-
- Bursary Fund	8,560	10,000	(14.40%)
- Others	1,538,782	347,723	342.53%
Endowment Funds	0	0	-
<b>Total Funds</b>	<b>4,624,340</b>	<b>3,872,482</b>	<b>19.42%</b>
<b>Ratio of Reserves to Annual Operating Expenditure*</b>	<b>0.81</b>	<b>0.86</b>	<b>(5.81%)</b>

#### Note

*Annual OPEX	3,788,427	4,095,479	7.50%
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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).

### REMUNERATION OF MEMBERS OF THE BOARD

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

### REMUNERATION OF TOP THREE KEY EXECUTIVES

<u>Salary Band</u>	<u>Number of Staff</u>
Between \$100,000 and \$200,000	3
Below \$100,000	0

These three staff do not serve as Board Members of the Charity.

### CONFLICTS OF INTEREST

All Directors and key appointment holders of the Company make annual declarations of conflict of interest(s). ***There were no recorded Conflicts of Interest in the Charity during the reporting period.***