

2022



/

trybe

# ANNUAL REPORT

/



## Purpose Statement

Empowering Youth to Overcome Adversities

## Vision

Every Youth A Success Story

## Mission

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

## Corporate Information

# Trybe Limited

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

Date of Incorporation	:	2 November 1995
UEN	:	199507763G
Charity Registration No.	:	1152 (issued on 24 January 1996)
IPC Registration No.	:	623 (issued on 1 June 2008)
Governing Instrument	:	Constitution (A Company Limited by Guarantee)
Registered Address	:	Blk 479 Tampines Street 44, #01-241, Singapore 520479

## Contents

- 2 Purpose Statement, Vision, Mission, Values
- 4 Objectives
- 5 Strategic Direction
- 6 Milestones
- 8 Message from Chairperson
- 9 Message from Chief Executive Officer
- 10 The Team: EXCO & Board of Directors
- 12 Board Matters
- 14 Company Policies
- 16 Company Highlights
- 18 Services & Programmes
- 40 Financial Information
- 41 Financial Statement
- 72 Governance Evaluation Checklist

## 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.



# Objectives

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;
- 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 organisations.

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



# 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 goals set out. 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, ensuring that employees and all other stakeholders are working toward common goals and establish agreement around intended outcomes/results.

## 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 iii) Company's organisational performance.

## 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.

## 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 Milestones

**2019**

Continued Youth-At-Risk Engagement (YARE) under Chrysalis branding

Shifted focus on programmes targeting at-risk youth

Launched Overcoming Addictions Securing Youths' Success (OASYS) Programme

**2020**

Launched Building Eco-Systems (BES) Programme



**2021**

Launched Project ANCHOR Programme  
Launched Bridge to Employment (BTE) Programme

**2022**

Launched Career Advice and Mentoring Programme (CAMP)



**2011**

State-appointed managing agent of the Singapore Boys' Hostel (SBHL)



**2014**

State-appointed managing agent of the Community Rehabilitation Centre (CRC)

Partnership with Youth Corps Singapore (YCS)

**2015**

Launched Growing Resilient Youth in Transition (GRYT) Programme



**2010**  
Renamed to Trybe Limited



**2008**

Attained Institution of a Public Character (IPC) status



**2007**

Led mentoring and service learning programmes at the Singapore Boys' Home (SBH) and Singapore Girls' Home (SGH)

**2001**

Launched school-based services and programmes



**2005**

Piloted Life Coaching Programme

**2006**

Took the "You Can Do It" Programme to Thailand



**1995**

Started as "Save the Children Singapore Limited"

## Message from Chairperson

It is with great pleasure that I present our annual report for this past fiscal year 2022. I am glad to share the significant strides we have made towards achieving our mission. Despite changes and uncertainties, Trybe has remained steadfast in the focus on the progress of our youth in Singapore.

With 27 years of working with our young friends, we will be diligent to remain relevant and effective; from the genesis of mainstream leadership programmes to witnessing the transformation of Trybe running the Singapore Boys' Hostel. We recognise that none of this would have been possible without the generous support of our partners, donors, volunteers and our staff team.

We are grateful to have received the Charity Transparency Award 2022. This serves as a testament to our commitment to transparency and accountability. On that note, may we invite you to review our financial statements and information included in this report.

Thank you for all that you do for our young friends, may we continue to walk out our vision, "Every Youth, A Success Story".



**Rachel Ong**  
Chairperson



## Message from CEO



In the face of unprecedented challenges, our youth, staff, and other stakeholders have demonstrated remarkable resilience and adaptability over the past year. Despite the obstacles, we have remained steadfast in our commitment to bridging the gaps in youth work and supporting the holistic development of our beneficiaries.

In 2022, we took stock of our programmes and processes, rigorously evaluated their effectiveness, and implemented several improvements that we believe will make a positive impact on the lives of the youth we serve. Our Building Eco-Systems (BES) Programme, which equips young people with skills and knowledge to pursue careers, has been relaunched with great success. Additionally, together with our dedicated partners at MSF and ITE, we launched the Career Advice and Mentoring Programme (CAMP), which provides industry mentorship to young people who have left ITE prematurely, to help them explore and find their path in the workforce.

Through our outreach efforts and awareness campaigns, we received more than 300 referrals last year alone, and we have been privileged to journey with over 200 young people toward their goals. We are proud to report that 94 of them have completed their journeys, demonstrating the impact that our programmes can have on their lives.

We have also made significant strides in improving our practices by streamlining our standard operating procedures and digitalising our processes. Apart from that, we have prioritised the well-being of our employees by implementing flexible work arrangements and other support measures, recognising that a healthy and engaged workforce is essential to our success.

While we have achieved much, we are also mindful of the challenges that lie ahead. We remain committed to our mission of empowering young people to overcome their adversities and realise their full potential. We invite all Trybe staff and stakeholders to continue to journey with us on this path, to collaborate, learn, and grow together, and to make a lasting difference in the lives of the youth we serve.



**Vimel Rajoo**  
Chief Executive Officer

# Executive Committee



## About our EXCO

Trybe's Executive Committee is responsible for the strategic planning, governance, and management of the Company. Serving as the driving force of Trybe, the team oversees the day-to-day operations of the Company and ensures that the Company can fulfil its mission and vision.

## Executive Team Remuneration, Benefits and Conflict of Interest

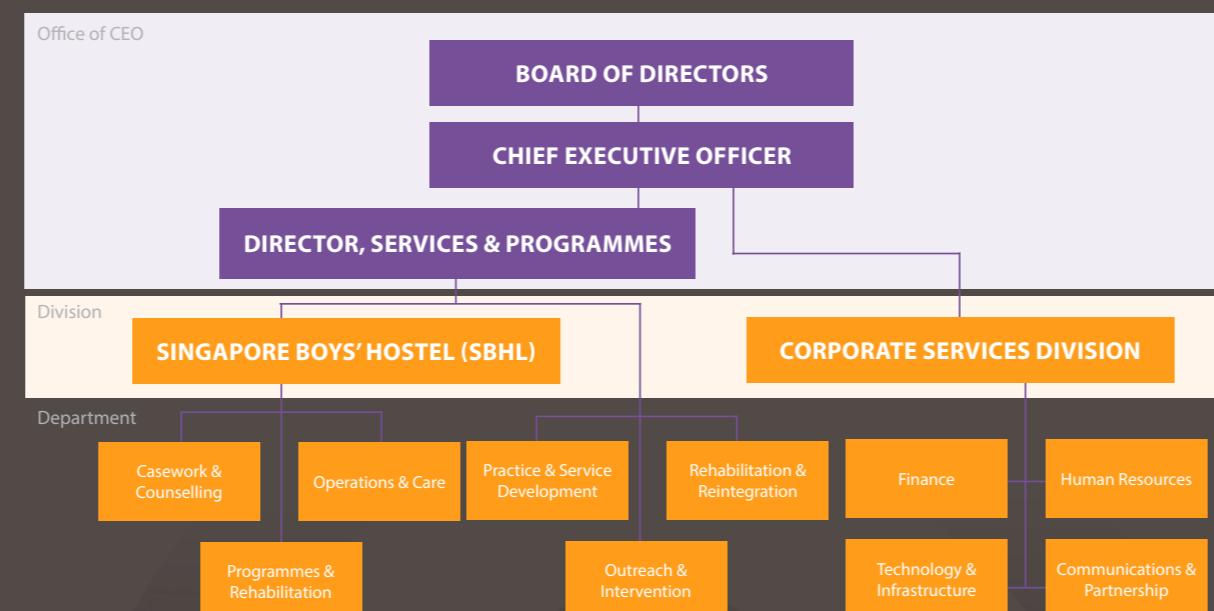
No staff of the Charity is involved in setting his own compensation, increment, and bonus. The Charity has no paid staff who are members of the family of the Chief Executive Officer nor Directors / Board Members during the reporting period. There were no recorded conflict of interest in the Company during the reporting period.

## Remuneration of Top Three Key Executives

Salary Band	Number of Staff
Between \$100,000 and \$200,000	2
Below \$100,000	1

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

## Organisational Structure



## About our Directors

Trybe's Board of Directors is paramount to the Company's success. Comprised of individuals recognised in their respective fields, the Board of Directors provides guidance and advice to ensure that the organisation is fulfilling its mission and operating per its values and goals.

The Board has four Members who have been serving with their exceptional monitoring and advisory services for more than ten years. While Trybe seeks suitable replacements for the Board Members, the present Members will remain in their roles as they have proven to be strong supporters and excellent ambassadors of Trybe over the years. Trybe will continue to evaluate the advantages of retaining long-serving Board Members while realising the Board's long-term succession planning.



**Ms Rachel Ong**  
Chairperson  
Director since 9 January 2001  
Appointed Chairman on 27 May 2015



**Mr Ng Lok Man (Daniel)**  
Treasurer  
Director since 6 September 2007  
Appointed Treasurer on 18 February 2022



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



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



**Mdm Wong Kee Yin (Praise)**  
Director  
Director since 17 November 2015

## 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	<i>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.</i>
Treasurer	<i>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.</i>
Secretary	<i>The Secretary maintains records of the Board and ensures effective management of corporate records.</i>

## 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 Officer, 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.

## Re-appointment of Directors / Board Members

The re-appointment 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 two (2) years.

## 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 conducts a self-evaluation regularly and reviews the results of the self-evaluation during the Board Meetings and makes decisions and takes actions to address areas that need improvement. The manner and/or format of the evaluation will be designed by the Chief Executive Officer with 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.

## Board Meetings & Attendance

Name of Board Member	Attendance	Board Meeting (18 Feb 2022)	Board Meeting (13 May 2022)	Board Meeting (18 Nov 2022)
Ms Rachel Ong Sin Yen	3/3	Yes	Yes	Yes
Ms Ingrid Christina Hanson	2/3	Yes	Yes	No
Mr Ng Lok Man	2/3	No	Yes	Yes
Mdm Julia Wong Fei Yen	2/3	No	Yes	Yes
Mdm Wong Kee Yin	2/3	Yes	Yes	No

## Disclosure for Terms of Directorships Beyond 10 Years

There are four 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 Committees

The Company has established three (3) 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's responsibilities include the following:

- i. To oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles;
- ii. To review the audit plans and reports of the external auditors and internal auditors, and considers the effectiveness of the actions taken by management on the auditors' recommendations;
- iii. To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements;
- iv. To analyse and address the risks that are associated with the key processes;
- v. To oversee regulatory compliance and whistleblower guidelines (where applicable);
- vi. To report to the Board of any financial irregularities, concerns and opportunities; and
- vii. To liaise with auditors on any significant matters arising.

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:

- viii. Providing guidance and advice to the Executives in drafting and/or revision of Human Resources Policy for Trybe Limited;
- ix. Providing guidance and advice to the executives when reviewing job descriptions;
- x. Providing guidance and advice in establishing a salary structure, and annually reviewing staff salaries, and reviewing the benefits package.

### Audit Committee

Chairman Mdm Julia Wong Fei Yen

Member Mdm Wong Kee Yin

### Human Resources Committee

Chairman Ms Rachel Ong

Member Mdm Wong Kee Yin

### Fundraising Committee

Chairman Mr Ng Lok Man

Member Ms Ingrid Christina Hanson

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, Head, Corporate Services Division and/or Chief Executive Officer. The Human Resources Committee of Trybe Limited, however, will hear cases and/or act when formal written grievances against the Chief Executive Officer 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.

### 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.

# Corporate Governance : Company Policies

In Trybe, policies are set and authorised by the Board. They are directional in nature and provides the Company with a framework within which decisions can be made at different levels. They are clear on what is permissive, what is restricted and what authorities are delegated. The Company must abide by the policies in place and any exceptions are supported with clear and sound rationale and submitted for explicit approval.

Each policy endeavors to comply with all statutes and where the Company does not, its primary objective is to ensure compliance as soon as practicable. Policies are to be read in conjunction with other Company policy documents and Standard Operating Procedures (SOPs) where appropriate/applicable and to be reviewed regularly and/or updated as necessary to maintain compliance with applicable laws and regulations or accommodate organisational changes for its continued effectiveness.

The Company makes every effort to notify staff when an official change in policy has been made, however, staff are responsible for their up-to-date knowledge about Company policies.

## Governance Policy

The Governance Policy has been commissioned for the following purposes:

- i. Laying down the framework of values and beliefs at Trybe
- ii. Providing perspectives of the leadership and overall strategies of Trybe
- iii. Specifying the work ethics and work practices at Trybe
- iv. Affording guidance and protection to the Board and the staff in the course of their directorship and/or work and
- v. Articulating the working relationships between the Board, the Executive Management, the staff, the volunteers, and other stakeholders.

## Human Resources Policy

The Human Resources Policy outlines the governing human resources approaches within the Company, including but not limited to compensation and remuneration, recruitment, organisation structure, and talent development. It is to be read in conjunction with other Company policy documents and handbooks where appropriate.

## Reserves and Investments Policy

Reserves & Investments Policy serves to outline Trybe's establishment, generation, safeguarding, treatment of financial reserves and the broad objectives and strategies for the management and/or investment of such reserves and/or assets of the Company, which are available for investment. The Charity's Reserves can be used for (i) new projects / capital injection (ii) savings (iii) investments.

## Risk Management Policy

The Risk Management Policy seeks to provide guidelines for the management of risk in Trybe. As risk management is an ongoing concern and activity, the 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. The Charity shall continue to identify, manage and review risks on an active basis.

## Technology & Infrastructure Policy

The Technology & Infrastructure Policy describes the authorised use of the Company's technology and infrastructure resources and serves to protect the Company and its authorised users. The policy applies to all technology and infrastructure resources managed by the Company that store, process or transmit information, including but not limited to network and computer hardware, software and applications, mobile devices and telecommunication systems.

## Communications Policy

Communications Policy seeks to provide specific guidelines for corporate communications in Trybe, including the release of information about the Company to the general public, media and other relevant stakeholders. For more details on the operationalisation of this Policy, reference is made to the Corporate Communications Standards, of which, the Chief Executive Officer and the Head, Communications & Partnership Department are the delegated authority for approval.

## Volunteer Management Policy

The Volunteer Management Policy seeks to provide guidelines for the management of volunteers in Trybe. For more details on the operationalisation of the Volunteer Management Policy, reference is made to the Volunteer Management SOP and Volunteer Handbook, of which, the Chief Executive Officer and Partnership Manager are the delegated authority for approval.

## Whistleblowing Policy

The Whistleblowing Policy ensures that the Company complies 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, this policy aims to provide an avenue for staff and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

## Personal Data Protection Policy

Personal Data Protection Policy states the Company's commitment 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 (i) obtained for specified and lawful purposes and not further processed in a manner incompatible with that purpose (ii) relevant and not excessive (iii) accurate (iv) kept for no longer than necessary (v) protected by appropriate security.

## Financial Regulations

The Financial Regulations serves to outline Trybe's procedures and system of controls where income and expenditures are concerned. It covers all transactions for goods and services with third parties and applies to various stages of incurring expenditures.

## 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 Officer are to complete and execute the Conflict of Interest Disclosure annually. Any staff, interns or volunteers, whom the Chief Executive Officer 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.

## Hybrid Work Model Policy

The Company pivots to full adoption of Hybrid Work Model (HWM) to optimise employees' performance and well-being. This is also an effort of the Company to boost business resilience, to achieve better work-life harmony and more engaged workforce. HWM is a flexible working model where eligible staff work partly in the physical workplace, and partly remotely such as home using information and communication technologies.

# Company Highlights

## Staff Bondings

Where we are today can be attributed to our solidarity. We see the importance of connectedness even more after the pandemic. Over the year, our Human Resources (HR) team organised events for everyone to participate in. These activities allowed the team from various departments to spend some time together.



## Charity Transparency Award (CTA) 2022

On 9 November 2022, Trybe was one of the 85 winners to have received the CTA Award. The award recognises charities that have adopted good transparency standards and governance.



## Youth Rising (YR) Month

YR is a dedicated month to the youth population that we serve. This campaign was launched to raise awareness on the topics surrounding youth that present behavioural risks. This aims to showcase their ability to rise above adversities. Through the YR Month celebration, we hope to encourage our youth as they journey towards their own success stories. Members of the public and staff, sent in a photo of their thumbs-up to show their encouragement. These photos were then compiled into a card and given to Trybe youth, together with an in-house designed Tote-ally For Youth Bags.



## Cake Decoration Competition for Trybe Youth

In celebration of our 27th anniversary, we organised a Cake Decoration Competition for Trybe youth and their social workers to participate in. Each group was to decorate a cake that tells a meaningful story about their journey in Trybe. During the competition, not only did the youth work together with their social workers, but they also encouraged and cheered one another with the stories they shared about their journey.



## Anniversary Run

Anniversaries are meant to commemorate the reason why we exist. This anniversary, we commemorated the special occasion by raising awareness of the work that we do through an anniversary run. Showing their support and advocating for our youth, members of the public and staff ran, walked, cycled or swam 2.7km, 27km or for 27 minutes, sharing their journey on their social media.



In 2022, we have produced contents that raise awareness about youth facing adversities.



We reached **535K** users through Facebook campaigns

Total Donations raised in 2022 | **\$168K**

In 2022, Trybe raised a total of \$168,109 through donations and various fundraising initiatives, including online donation campaigns.

## Online Donation Campaigns

As part of our fundraising initiative, Trybe successfully launched three online fundraising campaigns through social media platforms and donation platforms such as giving.sg and Global Giving.

ONLINE DONATION CAMPAIGNS		
CNY Campaign	15 Jan to 15 Feb	CNY is a time for families to come together, celebrate and spend time with one another. However, not every youth under our care can celebrate CNY fully, having to deal with their circumstances and struggles in life. Thus during the CNY period, we encouraged the public to share their festive blessings by pledging a part of their ang pows. All proceeds will go to Trybe's general funds.
Youth Rising Month: ADOPT A TOTE BAG	7 Jul to 8 Aug	July is Youth Rising Month, a month dedicated to raise awareness about youth who face adversities. This year's theme is "Community", highlighting the importance of rallying together as a community to help youth deal with their difficulties. In line with this, we asked the public to show their support for youth by adopting a Tote-ally For Youth Bag. All proceeds will go to Trybe's general funds.
Anniversary / Giving Week: RUN FOR YOUTH	2 Nov to 23 Dec	RUN FOR YOUTH is a virtual charity run organised by Trybe. It aims to encourage the public to run, swim, or cycle in support of youth facing adversities in life. All proceeds from this run will go towards Trybe's programmes and services that help youth and their families rise above their adversities and lead meaningful lives.

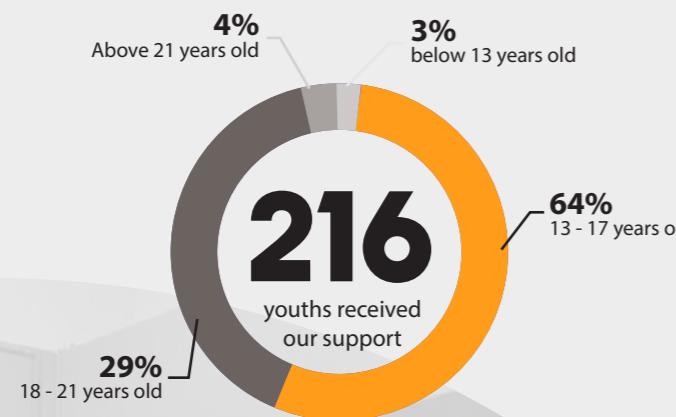
# Services & Programmes

In 2022, we have received 274 referrals and journeyed with 216 youth.



**274** Referrals

We received **274 referrals** in 2022. There is a growing concern for youth facing adversities in Singapore. As the saying goes, no man is an island, hence, no youth must be left alone. **The collective effort of the community can help struggling youth amongst them find the support in their journey to overcoming their adversities.**



**128** Males **88** Females



**94**

youths completed their journey with Trybe in 2022

We acknowledge that young individuals in Singapore face various challenges in their lives, each requiring different kinds of support. We offer a range of services that cater to these diverse needs, ensuring that we address the specific requirements of each youth.

## Overview of 2022 |



### We launched Career Advice and Mentoring Programme (CAMP)

Advocating that Every Youth is a Success Story, we believe that ITE premature leavers have the potential to do well too. Guidance and support to point them in the right direction and cheer them on can go a long way.

Spearheaded by Senior Parliamentary Secretary Eric Chua, and conceptualised and designed by the Ministry of Education (MOE) Singapore, Ministry of Social and Family Development (MSF) and Trybe, CAMP helps young people, who have left ITE prematurely, explore career options and pathways. Launched in January 2022, the programme pairs them up with mentors from industries that they are interested in, whom the youth can turn to for advice and learn useful skills.

We take joy and celebrate with our CAMP mentees who have transited out of the programme. Some have re-enrolled back to the education system to pursue their interest, while others have stepped into the working world. It was only through the commitment and dedication of the mentees, mentors, and the team that we could see such results. We look forward to supporting more youth, and journeying with them as they write their own success stories!

### Opening SBHL's Doors: Child Protection Cases

Trybe has been the managing agent for Singapore Boys' Hostel (SBHL) serving male youths on probation order since 2011. During recent years, there has been a growing need for more out-of-home care options for youths in need of care and protection due to safety concerns at home. In 2022, we began receiving and accepting referrals from Child Protective Service to provide interim and long-term placements for male youth aged between 12 and 21.



### We reviewed and improved Building Eco-Systems (BES)

Building Eco-Systems (BES) is one of Trybe's outreach and intervention programme that provides career guidance and coaching for youth who are unengaged.

Through the review, the team now focuses on empowering the youth. BES 2.0 works closely with the youth to come up with their growth plan, empowering them to make decisions and encouraging responsibilities.

There can be a lot of reasons to why youth is disengaged. The programme, now, also involves other community partners that can benefit the youth in other areas that might not relate to employment. We hope that this all-rounded support can encourage the youth to thrive in the programme.

BES 2.0 has also ramped up its publicity and has received referrals from government agencies, other institutions, other social service agencies, family centres, schools, self-help groups, and other employment support agencies.

# Practice & Service Development

At Trybe, we prioritise ensuring our staff and practices are updated and relevant. We equip our staff with more knowledge and skills in trauma-informed care.



## Self-Care in the Sandtray

Sandtray is known to be a creative therapeutic activity that enables individuals to show their feelings rather than articulate them through the use of miniatures, figurines, and a tray of sand. Ms Abigail Lee of Healing Hearts Centre brought the caseworkers of Trybe through a 6-hour programme on applying Sandtray as a self-care activity in their casework. The team learnt more about the art and how the activity can be used as a self-care activity meaningfully.

## Somatic and Embodiment Applications in Youth Work

In December, all Trybe direct workers attended a workshop based on Somatic and Embodiment Applications in Youth Work. Ms Lee Yoke Wen, from somayoke.com, spoke to the team about how the body can be used as a resourcing tool for our work with our clients and ourselves.

## Trybe Practice and Supervision Framework

Led by our Lead Social Worker, Trybe has launched our Practice and Supervision Framework last December. The framework serves as a guide to all practitioners in the way we conduct our programmes and clinical supervision. The framework also gives new staff clarity when they join the organisation.



# Project ANCHOR

Anchoring New Cognitions and Habits On Reality



## About the Programme

Project ANCHOR provides counselling for youth struggling with mental health issues. The programme also extends to their caregivers, who are strong pillars of support in the youth's journey. We use the approach of Choice Theory & Reality Therapy (CTRT) to anchor on what is realistic and workable. We believe that this reduces the impact of mental health struggles and maximises the youth's level of satisfaction and happiness with their choice. This programme is supported by the BlueStar\* Grant.



### Our Clients

12 - 21 years old

Youth are experiencing mental health challenges and are keen to improve their mental and emotional well-being. This programme also offers support for the youth's parents/caregivers.



### Our Goal

Using Choice Theory & Reality Therapy as an approach, Project ANCHOR aims to help youth set realistic goals in their life and maximise their level of happiness with their choices. Through the service, we aim to improve the youth's quality of life and reduce the impact of their mental struggles.

## 2022 Highlights

Since its inception in 2021, Project ANCHOR has received 41 referrals from the community for mental health support.

19

youths have benefitted from Project ANCHOR

Out of the 19 youths engaged,



5 sets of parents/caregivers were engaged in the process of supporting the youth

14 youths have successfully concluded their journey

Out of the 19 youths engaged,

89% have indicated improved ratings in their perceived health state and/or reduction in depression severity

How has Project ANCHOR helped young people?



After experiencing disruptions to their school attendance due to mental health issues, youth have managed to complete their major exams and successfully graduate



Youth who are navigating through different phases and transitions in life, such as moving from secondary school to tertiary education or from tertiary education to National Service, have been offered support



Some youth have been directed to more specialised treatment to address other issues they are facing

# Chrysalis

“

*The willingness to be with them and journey with them is sometimes more significant than the help itself.*

- Claudia Tan, Trybe Social Worker

”

## About the Programme

Chrysalis is a community-based intervention programme that works with youth presenting at-risk behaviours. Through casework and counselling, the programme aims to attend to the youth's needs and guide them away from risk behaviours, provide emotional support, improve family relationships and help them to thrive in the school/work environment. We believe that real change is not solely from modifying behaviour, but by intrinsic motivation which results from decision-making. We invest time in building a trusting relationship with the youth as we believe that intrinsic motivation can only be influenced by connecting to the youth's needs. Therefore, our caseworkers will always seek to understand their client's underlying motivations and needs as the key foundation of the intervention.



### Our Clients



12 - 21  
years old

Youth typically presents socio-emotional issues impacting their relationship and their progress

### Our Goal



The programme targets to achieve the following seven outcomes. Not all of the outcomes will be met by the client as their needs vary and the impact of intervention differs between youth. The intended outcomes are: reduced risk behaviours, increased mental and emotional resilience, increased coping strategies and skills, improved familial and social interaction, an improved network of community support, increased abilities to engage with purposeful activities, and increased help-seeking behavior.

## 2022 Highlights /



### Learning Through Experiences

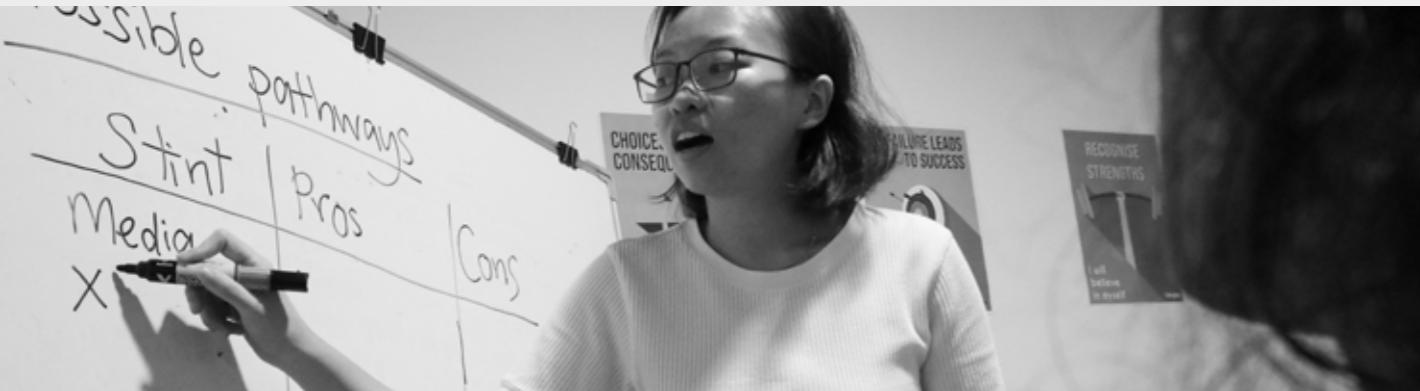
Providing clients with opportunities to highlight their strength is one approach that we believe in. These opportunities can be useful in imparting valuable life lessons and skills to our youth. Therefore, our social workers spend a lot of time learning about the youth and their needs and interests.

A Chrysalis social worker used a baking session to provide her youth with an opportunity to be independent with her learning. She was tasked to decide on a dessert, search for the recipe, prepare for the bake and design her packaging. As this youth was interested in pursuing her studies in culinary, a baking session was a good start for her to think further about her interest. At the end of the session, the youth used her end product to show her appreciation towards her mother and gained confidence in completing a product on her own.

Every youth is unique. Another Chrysalis youth learnt how to persevere and focus on her journey through a rock-climbing experience. She is a sporty and energetic individual that thrives on having new experiences. To engage with her, her social worker brought her to her very first rock climbing experience. "We may all see rock climbing as a sport, however, it is more than that. It teaches perseverance and focuses the youth on her journey to reach the top of the wall!" her social worker reflected. The youth not only enjoyed the session, but she also reflected on both the struggles and accomplishments she experienced during the session. She was also able to link what she has learnt to what she has experienced in life, and found the courage to persevere in her challenges in life.

### E6 School Counsellor Cluster Sharing

In April 2022, the Chrysalis team was invited to share about the programme to a cluster of primary and secondary school counsellors located in the east. The sharing helped raise awareness of the programme and provided a learning opportunity for fellow community partners to know more about the available programmes in the community. Through such sharing, we hope that we can reach out to more youth in the community who are struggling to find hope and support. Unity is strength. With more hands on deck and stronger working relationships with community partners, we believe that we can achieve our vision, that is to see Every Youth A Success Story!



### About the Programme

Building Eco-Systems (BES) is an outreach and intervention programme that provides career guidance and coaching for youth who are unengaged — allowing them to prepare and qualify for sustainable jobs.

We work with like-minded industry partners and agencies, creating a strong network of support for youth, that works together with us to provide career exposure and employment opportunities for youth.

BES job coaches strive to understand the youth's career values, interests, personality, and skillsets through validated profiling tools and discussion so that we can match the youth to the most relevant and suitable employers. Through the programme, the youth are able to observe, learn, and experience different roles and industries while gaining self-awareness and guidance in possible career paths they consider.



### Our Clients



16 - 25  
years old

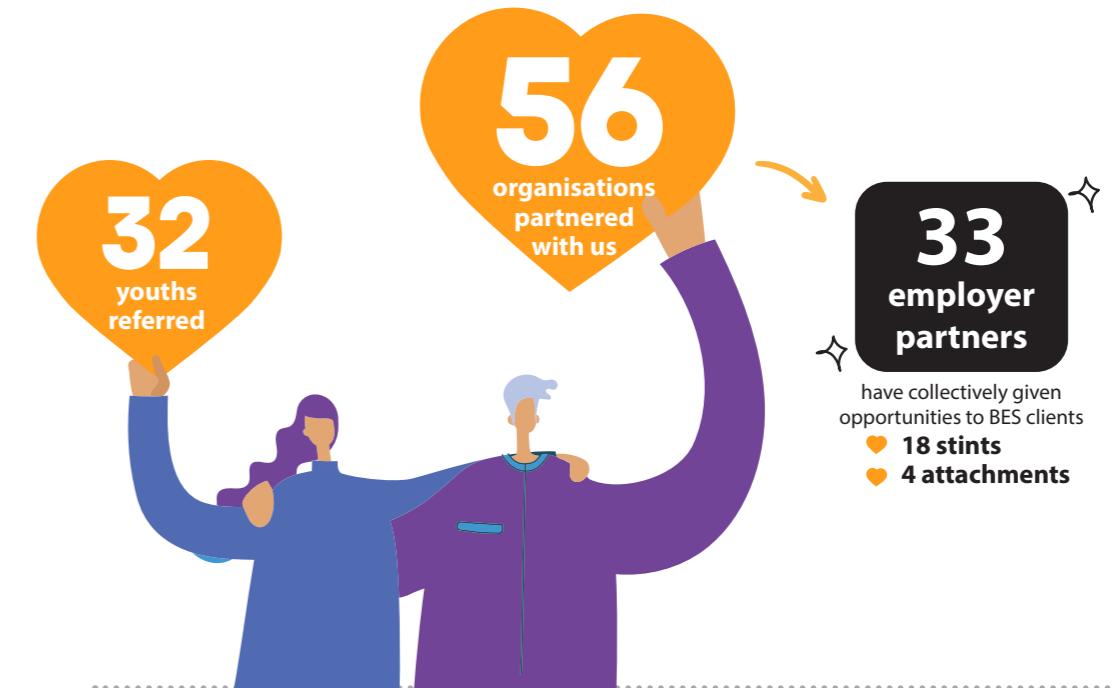
Youth are currently not in education, long-term employment, or training (NEET).

### Our Goal



Youth would have a greater understanding of a few possible career pathways and be able to make informed decisions regarding their future career. They are able to decide if they would like to further their education, train in a specific area, gain employment, or explore other job roles. As the youth experience positive interactions at the workplace, they will develop a higher level of self-efficacy in believing that they are able to achieve tasks.

## 2022 Highlights





### Employer Partners are Important

Career exploration is one of the important opportunities for youth to become more self-aware and to use it as a tool for making informed career decisions. BES is always on the lookout for employer partners who can provide stints, attachments, and/or employment opportunities. We believe that youth can gain a sense of purpose, meaning, and fulfilment from their work. We are excited to share that as of December 2022, we have a total of 56 organisations partnering with BES to provide support and career opportunities for BES youth!

### A Volunteer's Heart for the Youth

Joyce, the founder of CHOKMAH, volunteered at Trybe in the past. Even after starting her business, she continues to look forward to contributing to empowering youth. In 2022, she came on board as a BES employer partner and gave two BES youth stints and attachment opportunities as part of their career exploration. During their stints and attachment at CHOKMAH, the youth were able to exercise their creativity, making artistic homewares, preparing for workshops, and making meaningful connections with others. The consistent and predictable routine allowed the youth to feel a sense of meaning and contribution, encouraging them to be present and give their best.

Our team works closely with employer partners, providing support whenever needed. The feedback and patience from partners play a very important catalyst. CHOKMAH provided the team with clear and firm, yet gentle feedback. This helps the youth understand the consequences of their behaviours, and at the same time, gave them a space to make changes and improve.

### Trybe BES Employer Partners

Fish and Co  
Solve Skills LLP  
Smart Relocators  
Kodja Pte Ltd  
Unearthed Productions  
Seoul Garden Group  
Bettr Barista  
Asia Pacific Breweries Singapore  
Macarons.sg  
Foreword Coffee  
Andaz Singapore  
Flour Power  
Birds of Paradise Gelato Boutique  
Bukit Timah Saddle Club

Curious Thoughts Academy  
Faber Vine  
Hello Flowers!  
One Heart Cleaning Pte Ltd  
Forward Auto  
ComCrop  
The Fullerton Hotel Singapore /  
The Fullerton Bay Hotel Singapore  
Red Dot Penguins  
Metropolis Security Systems  
The Living Well Café  
Megaton Shipping  
Chokmah  
Wah Son Engineering Pte Ltd

Do you believe that every youth is a  
SUCCESS STORY too?

Employer partners are important in the ecosystem of support for disadvantaged youth, giving them opportunities to explore, grow, and experience success.

Join us as an employer partner! Find out more  
at [www.trybe.org/bes](http://www.trybe.org/bes)

A social enterprise, Foreword Coffee, partnered with us and provided stint and attachment opportunities to two of our BES youth. Foreword designed the attachments such that it was unique to the youth so that it meets their training needs, allowing them to focus on learning the job scope and role. Through the attachments, they learnt the science behind coffee-making, preparing espressos, and simple latte art designs.



“  
The short stint allows me to interact with the youth and discover their potential before committing to a longer-term arrangement for them. Trybe acts as coordinator and bridge to help me as an employer to engage the youth meaningfully and we are appreciative of this.

- Wei Jie  
Co-Founder and Director, Foreword Coffee

”

# CAMP

## Career Advice and Mentoring Programme



### About the Programme

Conceptualised and designed by Ministry of Education (MOE), Ministry of Social and Family Development (MSF) and Trybe, Career Advice and Mentoring Programme (CAMP) helps young people, who have left ITE prematurely, prepare and qualify for suitable jobs. This programme involves a career mentorship, matching them with industry mentors whom they can turn to for advice, understand more about the industry they are interested in. Through the guidance of the mentor, CAMP mentees will be better prepared and qualified for an enriching career when they join the workforce.

Career mentors help the mentees discover their strengths and prepare themselves for the workforce. By connecting them to mentors from industries they are interested in, we are helping young people make more informed career decisions and have a clearer direction for their future. In addition, workshops such as resume writing and interview preparation may be arranged for mentees.

### Our Clients



16 - 25  
years old

Youth have left ITE prematurely, and are able to commit to the programme for at least 6 months.

### Our Goal



CAMP aims to expand the youth's network of positive relationships, with the mentor serving as a positive and trusted adult they can turn to. It empowers the youth to achieve their aspirations and helps them explore their interests and career options.

## 2022 Highlights /



### Launch of CAMP

On 19 January 2022, together with ITE and MSF, we officially launched CAMP. Held at Huone Singapore, in attendance were Senior Parliamentary Secretary Eric Chua, Trybe's Chairman Rachel Ong, and ITE Principals. During the launch event, the CAMP team and key personnel shared what CAMP was about and how we can help and engage ITE premature leavers. We are grateful for all our supporters, mentors, partners, and volunteers who also believe that Every Youth is a Success Story.

### Helpful Workshops for Mentees and Mentors

Training and workshops are one of the aspects of CAMP. These workshops support CAMP mentees and mentors in their mentoring journey. During these workshops, mentees learnt useful skills and information that helped them prepare for the job scene moving forward. The mentors also benefitted from workshops such as facilitation skills. There was also a mental well-being workshop that taught them more about psychosocial development in adolescence.

### Community Bonding Event

Every successful mentorship is built upon a strong mentor-mentee relationship. On 8 October 2022, the CAMP team organised a community bonding event that brought CAMP mentors and mentees together for a casual walk from Kallang Stadium to Satay By The Bay. Attended by Senior Parliamentary Secretary Eric Chua, this was the first-ever bonding activity organised. CAMP mentors and mentees walked in their mentor pairs and spent the evening completing activities and getting to know each other on a deeper level.

**"Before CAMP I was very unmotivated, and lost about life. Now, I am very clear and confident with where I'm heading."**



Claudia,  
CAMP mentee

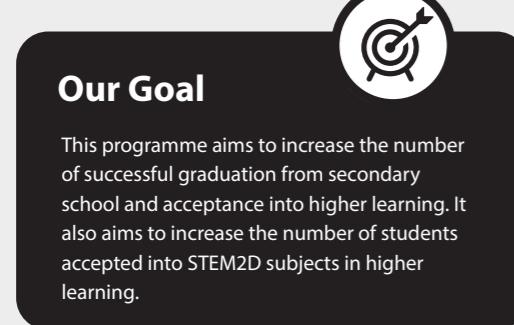
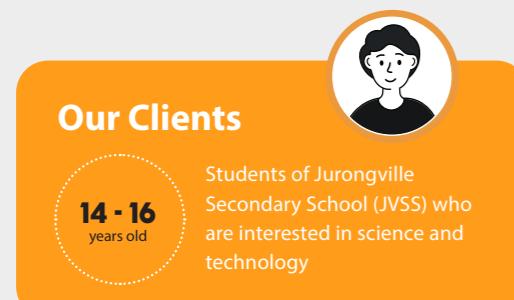
Feeling overwhelmed by the stress of her studies and internship as a nursing student, Claudia lost motivation and made the difficult decision to drop out of school. She felt disappointed in herself for falling behind her peers. However, Claudia's eagerness to help people remained strong, and she sought out a new path. She discovered CAMP, a mentoring programme that matches students who leave ITE prematurely with industry mentors aligned with their interests. Through the programme, Claudia was paired with a mentor from the Social Service industry, who provided her with guidance and encouragement. Subsequently, Claudia gained a newfound sense of security, and her mentor's support allowed her to adopt fresh perspectives and explore her passions.



### About the Programme

Bridge-To-Employment Programme (BTE) is an initiative that encourages youth to pursue and develop their interest in science and technology. A quadrilateral partnership involving FHI360, Johnson & Johnson (J&J), Jurongville Secondary School (JVSS), and Trybe, the programme involves career mentorship, STEM2D career exploration activities, and community building and engagement.

The programme is a three-year programme for youth who are interested in science and technology. It adopts an experience-based strategy, employing activities that impact the content clearly, while also encouraging reflection and self-discovery. This programme is co-developed with teachers and J&J partners, executed by Trybe staff and experienced volunteers. BTE is designed to give the students a better picture of their plans for post-secondary school and to allow them to experience the STEM2D section in an open and fun manner.



“  
Through BTE, I've learnt more about the health science industry. The programme has broaden my perspectives. I also learnt that though everyone's learning journey is different, we still can be successful in our unique ways!  
Ho Zhen Yi,  
BTE Student

### Overview of 2022

**45**  
JVSS students

**21** males  
**24** females

**51** volunteers mentored BTE youth in 2022, accumulating a total of 336 volunteering hours.

## 2022 Highlights



### Team Building @ Camp Challenge

After the long school holidays, BTE students and mentors from Johnson & Johnson kickstarted the year with an adventurous team bonding event filled with lots of games and activities. Led by Camp Challenge on 13 January 2022, at Sentosa Palawan Beach, the students and mentors spent half the day playing ice-breakers, taking part in a dress up competition, building catapults, and more. The day also ended with an adventurous rafting challenge and competition. The students not only had a lot of fun, they also got to know each other better and looked forward to the year ahead in BTE!

### Empathic Thinkers Challenge (ETC)

ETC is a 3-session programme that aims to teach BTE students Design Thinking. The team and JVSS teachers believe that Design Thinking is an important lifeskill to have. During the challenge, guided by their mentors, the students went on a mission to build a prototype that aims to solve a problem they have identified. At the end of the challenge, the students felt a sense of empowerment and achievement as they realised that they are able to make a difference in the challenges they face. Through this challenge, students feel more empowered and encouraged to persevere and look for a solution instead of giving up.

### Community Building Project

Held on the 19 September 2022 at the Care Community Services Society (CCSS) Golden Ginger Senior Activity Centre, BTE students held a half-day community session with the seniors, teaching them how to build a LED terrarium. The students spent many weeks to prepare for this event. They even had a mock session with their J&J mentors, who played the roles of seniors, acting out different scenarios, so that the students are better prepared.

During the session, we were encouraged by the enthusiastic seniors giving their all during the different icebreakers and activities. Being around young people, the seniors had an enjoyable time and felt very energised. They had a great time interacting with the students and sharing their life stories.

Many of the students were raised by their grandparents, hence, this session allowed them to gain a deeper love and appreciation for the seniors in our midst. Knowing that they can also contribute to society with their strengths, the students are encouraged and excited to plan another session for the seniors.

This session also helped bridge the gap between the seniors and youth, allowing both parties to understand their generations better and grow closer.

# GRYT

Growing Resilient Youth In Transition



## Our Clients



13 - 21  
years old

Youth are on Probation Order, Family Guidance Order, or Care and Protection Order, with at least three months remaining institution stay.

## Our Goal



GRYT aims to achieve a successful completion of court order (if applicable), and create better reintegration outcomes as the youth re-integrates into the community. Our aim is for the youth to become individuals that will contribute positively to their communities.

## 2022 Highlights

# 17

youths served by GRYT

13  
males



4  
females

Our Social Workers went to the various VCHs to engage and build rapport with the residents. We listen to their aspirations, as well as concerns about discharge, and discuss how they can be supported during this transition back to the community.

Through the pilot, the GRYT team honed their capabilities and skills, benefiting other youth, outside SBHL, to reintegrate into the community more successfully. Following this, we will be expanding GRYT to serve all youths discharging from all the VCHs in 2023.

# OASYS

Overcoming Addiction Securing Youths' Successes

## About the Programme

OASYS is Trybe's programme that provides early prevention awareness and intervention support on substance addiction. The programme consists of outreach and engagement and case management for youth who struggle with substance-related issues. Through the programme, the youth will be equipped with strategies to cope with dependency and reduce the likelihood of relapse.

As more countries have liberalised the use of drugs globally, we are seeing a higher percentage of youth taking drugs. While intervention efforts are important to engage and educate our youth on the harms of drugs, it is also important to help youth who struggle with substance-related issues so that they don't become the next generation of substance users. In 2022, we have received referrals from probation officers, hospitals, and youth residential services and have helped 15 youths who face issues related to substance addiction.

## 2022 Highlights

### Expanding OASYS

The trend of substance addiction amongst the youth in Singapore is a growing concern. The youth in Youth Residential Services (YRS) have experienced similar challenges. Hence, our OASYS team collaborated with them to develop a pilot programme for the residents from Singapore Girls' Home (SGH) and Singapore Boys' Home (SBH). The programme provides intervention for the residents through individual and group sessions, equipping them with insights, skills, and knowledge for their recovery from substance addiction. At the end of the pilot programme at SGH, a focus group discussion was held and they found the programme beneficial and would recommend their peers who need this programme to attend.

### Reaching Out

As part of the team's outreach efforts, the team has been connecting with other social service agencies to raise awareness of the potential help youth struggling with substance issues can receive and explore how OASYS can be a resource to the community in the area of substance use in youth. We had a fruitful discussion with Fei Yue Youth Services in June 2022. Not only did the team share about the OASYS programme, we also shared the needs and challenges we face when working with youth struggling with substance use.

## Our Clients



11 - 21  
years old

Youth are exposed to or currently engaged in substance addiction and are keen to seek help. Youth who require extended help after prior addiction support and treatment.

## Our Goal



Through OASYS, we want to create early prevention awareness among youth through our outreach platforms for substance addiction. Additionally, we offer casework and counselling to youth who face issues related to substance addiction and help reduce recidivism rates.

# 15

youths received  
help from OASYS

SBH



SGH

OASYS collaborated with Singapore Boys' Home and Singapore Girls' Home and provided intervention programme to their residents



Trybe has been appointed as the managing agent of Singapore Boys' Hostel by MSF since 2011. It is one of the Children and Young Persons Homes (CYPH) under the Children and Youth Persons Act (CYPA). We provide rehabilitation services to support and guide the residents, working 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.

At Trybe, we aim to increase the level of familial support our youth receive and cultivate positive relationships with pro-social adult figures. Our rehabilitation and reintegration activities aim to broaden their horizons and experiences, teaching them positive coping strategies and providing them a positive community. These programmes are outlined in hopes that they will be led to a pro-social group that will steer them away from a life of crime and contribute positively to the society.



### Our Clients



12 - 21  
years old

Youth mandated by the Court to reside in the SBHL for a designated period of their Probation Order, Family Guidance Order or Care and Probation Order.

### Our Goal



We aim to guide our youth to lead crime-free lives and contribute positively to society. We also work closely with the youth and various stakeholders to equip the youth, and increase the level of pro-social support from family and adult figures that will support them towards making positive changes in their lives.

## 2022 Highlights /



37

### VOLUNTEERS

- Photovoice
- NIE Lifeskills Programme
- Fitness and Conditioning Programme
- Constellations Guitar Programme



3

### PARTNERSHIP WITH ORGANISATIONS

- Sonic Bowl
- Pezzo Pizzas
- NUS Constellations



### Learning Journeys With Other Institutions

To provide the best care and value to our youth, at Trybe, we believe in exchanging knowledge and best practices with our trusted stakeholders. A group of Singapore Boys' Home (SBH) staff, as well as a team of Trybe staff, took turns hosting each other on their premises with the aim in mind to share insights and knowledge on our operations and approaches in youth institutional rehabilitation work.

On a separate occasion, as part of our preparation efforts in managing child protection cases, the SBHL team also initiated a visit to Boys' Town and Salvation Army Gracehaven.

### Bonding Efforts With The Residents

Bonding events and efforts between staff and residents have always been important features in SBHL. Such efforts allow both staff and residents to come together in healthy competition, camaraderie, and a sense of fun. On 16 November 2022, Trybe staff and SBHL residents connected by competing against each other in a variety of sports and games. Staff-Resident Sports Night helps promote pro-social interactions in youth, instilling a healthy and active lifestyle.

In another bonding effort, on 21 December 2022, SBHL held a Staff-Resident Bonding & Community Gathering at Heaven Spot. The residents were able to tap into their artistic side with excitement and vigour by learning how to use spray paint to create edgy graffiti. After which, the team led the youth in a time of Community Gathering, where residents and staff shared their perspectives and logical understanding of hostel processes and policies.



### SBHL Residents Goes Camping

From 6 to 9 December 2022, SBHL residents participated in an outward bound camp. Organised by the Outward Bound Singapore (OBS), the annual camp event allows the residents to learn vital outdoor skills and build character, determination and grit. From building tents and sleeping in them, to trekking and hiking across vast swathes of nature with walking sticks like hobbits, to climbing the high elements and kayaking around the tranquil haven that is Pulau Ubin, the youth were able to learn a great deal about the great outdoors, and can tap on those outdoor skills in future should the need arise.

### Family Night

After a long three-year hiatus due to the pandemic, Family Night returned with grandeur and style in the form of clay hand casting that boasted both therapeutic and tactile experiences for SBHL residents and their family members. The event not only allowed the staff to get to know the residents better but also allowed the family to spend some time together and bond over activities and games. It also allowed the families to catch a glimpse of the home their youth have been living in for months, increasing their sense of safety and familiarity with the staff.

# Financial Information



## Reserves

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	<b>604,384</b>	1,117,050	(45.89%)
Restricted			
- Building Fund	<b>0</b>	0	-
- Bursary Fund	<b>0</b>	0	-
- Others	<b>6,372,759</b>	5,932,020	7.43%
Endowment Funds	<b>0</b>	0	-
<b>Total Funds</b>	<b>6,977,143</b>	7,049,070	1.02%
<b>Ratio of Reserves to Annual Operating Expenditure*</b>	<b>0.21</b>	0.38	(44.73%)
<b>Note</b>			
<b>*Annual OPEX</b>	<b>2,931,630</b>	2,936,075	(0.15%)

The Charity's reserves include unrestricted funds.

The Charity aims 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.

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

## 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.

## Funding Sources

The Charity is financially supported by:

1. Government grants and fundings
2. Payments and proceeds from programmes and services rendered to clients
3. Donations

## TRYBE LIMITED

(A company limited by guarantee and not having share capital)

## DIRECTORS' STATEMENT

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 2022.

In the opinion of the directors:

- (i) the financial statements set out on pages 6 to 30 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2022 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 1967, Charities Act 1994 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:

Yap Hong Meng	(Appointed on 20 May 2023)
Ingrid Christina Hanson	
Wong Kee Yin	
Ng Lok Man	
Ho Hui Choo Jaime	(Appointed on 20 May 2023)
Chin Yongwen, Jasmine	(Appointed on 20 May 2023)
Abishek Mathew Abraham	(Appointed on 20 May 2023)

## 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 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.

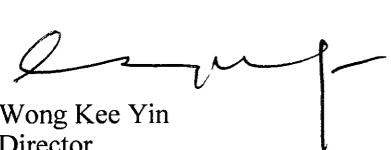
# Financial Statement

Trybe Limited

**Independent auditor**

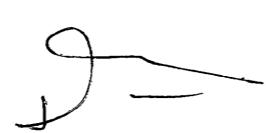
The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Wong Kee Yin  
Director

24 May 2023



Ng Lok Man  
Director

600 North Bridge Road  
#05-01 Parkview Square  
Singapore 188778

T: +65 6336 2828  
[www.bakertilly.sg](http://www.bakertilly.sg)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
TRYBE LIMITED**

(A company limited by guarantee and not having a share capital)

**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 6 to 30, which comprise the statement of financial position as at 31 December 2022, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial 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 1967 (the "Companies Act"), Charities Act 1994 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 2022 and the financial performance, changes in funds and cash flows of the Company for the financial 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.

**Baker Tilly TFW LLP** (trading as Baker Tilly) is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Baker Tilly TFW LLP (Registration No.T10LL1485G) is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act (Chapter 163A).

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
TRYBE LIMITED (cont'd)**

(A company limited by guarantee and not having a share capital)

**Report on the Audit of the Financial Statements (cont'd)*****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 (cont'd)**

(A company limited by guarantee and not having a share capital)

**Report on the Audit of the Financial Statements (cont'd)*****Auditor's Responsibility for the Audit of the Financial Statements (cont'd)***

- 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

24 May 2023

**TRYBE LIMITED**

(A company limited by guarantee and not having share capital)

**STATEMENT OF FINANCIAL ACTIVITIES**  
For the financial year ended 31 December 2022

	Note	Unrestricted fund	Restricted funds	Total 2022	Total 2021
<b>Revenue</b>					
Donations	3	168,109	44,871	212,980	169,113
Grants received					
- Singapore Boys' Hostel		—	2,334,460	2,334,460	2,281,612
- Aftercare grant returned	11	—	(541,707)	(541,707)	—
- Enhanced Volunteer Manager Funding Scheme		—	41,867	41,867	10,824
- Tech Booster		—	—	—	142,400
- Bridge to Employment Grant		—	40,659	40,659	52,708
- ACI Trampoline Fund		—	10,000	10,000	25,000
- President's Challenge 2020		—	—	—	200,000
- President's Challenge 2021		—	84,985	84,985	84,985
- President's Challenge 2022		—	14,574	14,574	—
- Octava		—	—	—	7,500
- Bluestar		—	20,000	20,000	80,000
- ODT		—	78,964	78,964	64,607
- CAMP		—	361,710	361,710	90,350
- CCCSF		—	50,000	50,000	—
- Hyatt Community Fund		—	41,751	41,751	—
- Jobs Support Scheme		—	—	—	100,722
Interest income		12,699	—	12,699	6,826
Other income		67,293	29,468	96,761	470,505
		248,101	2,611,602	2,859,703	4,053,890
<b>Less expenses</b>					
Programme and project cost of sales		8,462	116,041	124,503	123,055
Depreciation	5	392	67,597	67,989	60,712
Amortisation of deferred expenditure	6	—	31,079	31,079	—
Plant and equipment expensed off		13,073	18,097	31,170	9,395
Rental expense	32	18,387	4,366	22,753	18,913
Repair and maintenance		5,920	—	5,920	5,127
Staff costs	4	593,238	1,670,730	2,263,968	2,450,695
Other expenses		121,295	262,953	384,248	268,178
		760,767	2,170,863	2,931,630	2,936,075
<b>Net surplus/(deficit) for the financial year</b>	31(b)	(512,666)	440,739	(71,927)	1,117,815

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

**TRYBE LIMITED**

(A company limited by guarantee and not having share capital)

**STATEMENT OF FINANCIAL POSITION**  
At 31 December 2022

	Note	2022 \$	2021 \$
<b>Non-current assets</b>			
Plant and equipment	5	193,124	261,113
Deferred expenditure	6	103,926	—
		297,050	261,113
<b>Current assets</b>			
Prepayments	7	104,969	147,683
Other receivables	8	51,524	101,803
Fixed deposits	9	1,360,556	1,354,411
Cash and cash equivalents		5,418,102	5,434,254
		6,935,151	7,038,151
<b>Total assets</b>			7,232,201
<b>Current liabilities</b>			
Trade payables	10	90,617	19,069
Accrued expenses		164,441	231,125
		255,058	250,194
<b>Net assets</b>			6,977,143
<b>Funds</b>			
<i>Unrestricted Fund</i>			
Accumulated Fund		604,384	1,117,050
<i>Restricted Funds</i>			
Aftercare	11	150,695	818,250
Straits Times School Pocket Money	12	—	—
Bursary	13	—	—
President's Challenge	14	(5,612)	95,962
Renovation Fund	15	—	12,732
State Street Grant	16	—	—
Octava	17	13,801	6,011
Singapore Boys' Hostel	18	5,508,875	4,427,402
Enhanced Volunteer Manager Funding Scheme	19	12,581	4,046
Project Back-to-Basics	20	47,500	64,000
Tech Booster	21	305,139	397,033
Bridge to Employment Grant	22	8,880	18,614
ACI Trampoline Fund	23	10,763	1,579
The Invictus Fund	24	—	—
Bluestar	25	7,439	7,362
ODT	26	—	5,273
CAMP	27	246,081	73,756
CCCSF	28	—	—
NIKE Fund	29	26,908	—
Hyatt Community Fund	30	39,709	—
<b>Total Funds</b>			6,977,143
			7,049,070

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

**TRYBE LIMITED**  
(A company limited by guarantee and not having share capital)

**STATEMENT OF CHANGES IN FUNDS**  
For the financial year ended 31 December 2022

	Unrestricted Funds												Restricted Funds											
	Fund						Straits Times School						State						Enhanced Volunteer					
	Accumulated Fund	Aftercare Fund	Pocket Money	Bursary Fund	President's Challenge Fund	Renovation Fund	Street Grant	Octava Hostel	Singapore Boys' Hostel	Manager Scheme	Project Basics	Back-to-Booster Fund	Tech Grant	Employment Fund	Trampoline Fund	Invictus Fund	Bluestar Fund	ODT Fund	CAMP Fund	CCCSF Fund	NIKE Fund	Hyatt Fund	Total Funds	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
At 1 January	2021	1,221,387	623,759	(3,015)	4,014	165,193	46,771	2,075	961	3,441,735	43,275	64,000	280,000	2,005	15,000	18,095	—	—	—	—	—	—	5,931,255	
Net (deficit)/surplus for the financial year																								
Transfer	(107,322)	194,491	—	(4,014)	(69,231)	(34,039)	(2,075)	5,050	985,667	(39,229)	—	117,033	16,609	(13,421)	(18,095)	7,362	5,273	73,756	—	—	—	—	1,117,815	
	(3,015)	—	3,015	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
At	31.12.2021	1,117,050	818,250	—	—	95,962	12,732	—	6,011	4,427,402	4,046	64,000	397,033	18,614	1,579	—	7,362	5,273	73,756	—	—	—	7,049,070	
Net (deficit)/surplus for the financial year																								
At	31.12.2022	604,384	150,695	—	—	(101,574)	(12,732)	—	7,790	1,081,473	8,535	(16,500)	(91,894)	(9,734)	9,184	—	77	(5,273)	172,325	—	26,908	39,709	(71,927)	
Net (deficit)/surplus for the financial year																								
At	31.12.2022	604,384	150,695	—	—	(5,612)	—	—	13,801	5,508,875	12,581	47,500	305,139	8,880	10,763	—	7,439	—	246,081	—	26,908	39,709	6,977,143	

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

**TRYBE LIMITED**  
(A company limited by guarantee and not having share capital)

**STATEMENT OF CASH FLOWS**  
For the financial year ended 31 December 2022

	2022 \$	Restated 2021 \$
<b>Cash flows from operating activities</b>		
Net (deficit)/surplus for the financial year	(71,927)	1,117,815
Adjustments for:		
Depreciation of plant and equipment	67,989	60,712
Amortisation of deferred expenditure	31,079	—
Interest income	(12,699)	(6,826)
Operating cash flows before movements in working capital	14,442	1,171,701
Receivables and prepayments	35,091	223,779
Payables	4,863	(74,336)
Cash generated from operations	54,396	1,321,144
Interest received	12,699	6,826
<b>Net cash generated from operating activities</b>	<b>67,095</b>	<b>1,327,970</b>
<b>Cash flows used in investing activities</b>		
Purchase of plant and equipment	—	(228,656)
Payment for development of management systems	(77,102)	(77,103)
<b>Net cash used in investing activities</b>	<b>(77,102)</b>	<b>(305,759)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(10,007)</b>	<b>1,022,211</b>
Cash and cash equivalents at beginning of the financial year	6,788,665	5,766,454
<b>Cash and cash equivalents at end of the financial year (Note A)</b>	<b>6,778,658</b>	<b>6,788,665</b>
<b>Note A</b>		
<b>Cash and cash equivalents comprise:</b>		
Fixed deposits	1,360,556	1,354,411
Bank and cash balances	5,418,102	5,434,254
	<b>6,778,658</b>	<b>6,788,665</b>

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

**TRYBE LIMITED**

(A company limited by guarantee and not having share capital)

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 December 2022**

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 1947.

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 (2021: 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 1967, the Charities Act 1994 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, cash and cash equivalents, other receivables and trade payables and accrued expenses approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

**TRYBE LIMITED****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 2022 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

## 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, cash and cash equivalent 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.

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.

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

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

#### *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.

### 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.

## TRYBE LIMITED

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

#### h) Employees benefits (cont'd)

##### *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 has short-term leases only (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.

#### 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.

#### m) 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 1947 to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the financial year.

#### n) Deferred expenditure

Deferred expenditure, representing development cost of management systems, are stated at cost less accumulated amortisation and impairment loss, if any.

Amortisation is calculated on a straight-line basis to allocate the amortised amount of the deferred expenditure over the expected useful lives of the management systems. The estimated useful lives are 3 years.

## TRYBE LIMITED

### 3 Donations

	2022	2021
	\$	\$
Tax deductible donations received	167,916	150,512
Non-tax-deductible donations received	45,064	18,601
	<b>212,980</b>	<b>169,113</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 and further renewed from 1 September 2022 to 31 August 2025.

### 4 Staff costs

	2022	2021
	\$	\$
Salaries, bonus and other benefits	1,925,542	2,123,811
CPF	317,225	309,066
Others	21,201	17,818
	<b>2,263,968</b>	<b>2,450,695</b>

### 5 Plant and equipment

	Furniture and fittings \$	Office equipment \$	Computers \$	Renovation \$	Total \$
<b>2022</b>					
<b>Cost</b>					
At 1.1.2022 and 31.12.2022	60,629	292,543	16,260	194,528	563,960
<b>Accumulated depreciation</b>					
At 1.1.2022	60,169	45,848	14,966	181,864	302,847
Depreciation charge	460	54,380	485	12,664	67,989
At 31.12.2022	60,629	100,228	15,451	194,528	370,836
<b>Net carrying amount</b>					
At 31.12.2022	–	192,315	809	–	193,124
<b>Comprise:</b>					
Tech Booster Fund (Note 21)	–	192,315	809	–	193,124

**TRYBE LIMITED**

**5 Plant and equipment (cont'd)**

	<b>Furniture and fittings</b> \$	<b>Office equipment</b> \$	<b>Computers</b> \$	<b>Renovation</b> \$	<b>Construction in progress</b> \$	<b>Total</b> \$
<b>2021</b>						
<b>Cost</b>						
At 1.1.2021	60,629	20,643	14,804	194,528	44,700	335,304
Reclassified as office equipment	–	44,700	–	–	(44,700)	–
Additions	–	227,200	1,456	–	–	228,656
<b>As at 31.12.2021</b>	<b>60,629</b>	<b>292,543</b>	<b>16,260</b>	<b>194,528</b>	<b>–</b>	<b>563,960</b>
<b>Accumulated depreciation</b>						
At 1.1.2021	58,943	20,643	14,804	147,745	–	242,135
Depreciation charge	1,226	25,205	162	34,119	–	60,712
<b>At 31.12.2021</b>	<b>60,169</b>	<b>45,848</b>	<b>14,966</b>	<b>181,864</b>	<b>–</b>	<b>302,847</b>
<b>Net carrying value</b>						
<b>At 31.12.2021</b>	<b>460</b>	<b>246,695</b>	<b>1,294</b>	<b>12,664</b>	<b>–</b>	<b>261,113</b>
<b>Comprise:</b>						
Accumulated Fund	460	–	–	(68)	–	392
Renovation Fund (Note 15)	–	–	–	12,732	–	12,732
Tech Booster Fund (Note 21)	–	246,695	1,294	–	–	247,989
	<b>460</b>	<b>246,695</b>	<b>1,294</b>	<b>12,664</b>	<b>–</b>	<b>261,113</b>

Depreciation was charged as follows:

	<b>2022</b> \$	<b>2021</b> \$
Accumulated Fund	392	1,306
Renovation Fund (Note 15)	12,732	34,039
Tech Booster Fund (Note 21)	54,865	25,367
	<b>67,989</b>	<b>60,712</b>

**TRYBE LIMITED**

**6 Deferred expenditures**

	<b>2022</b> \$	<b>2021</b> \$
<b>Cost</b>		
At 1.1.2022	–	–
Transfer from prepayment	135,005	–
	<b>135,005</b>	<b>–</b>
As at 31.12.2022		
Amortisation	31,079	–
	<b>31,079</b>	<b>–</b>
Balance as at 31.12.2022		
	<b>103,926</b>	<b>–</b>
Deferred expenditure represents development cost of the management systems.		
Amortisation was charged as follows:		
	<b>2022</b> \$	<b>2021</b> \$
Project Back-to-Basics (Note 20)	9,700	–
Tech Booster Fund (Note 21)	21,379	–
	<b>31,079</b>	<b>–</b>

**7 Prepayments**

	<b>2022</b> \$	<b>2021</b> \$
Prepayments for development of management systems	19,200	77,103
Others	85,769	70,580
	<b>104,969</b>	<b>147,683</b>

**8 Other receivables**

	<b>2022</b> \$	<b>2021</b> \$
Other receivables	39,875	89,824
Refundable deposits	11,649	11,979
	<b>51,524</b>	<b>101,803</b>

**9 Fixed deposits**

Fixed deposits earn interest at effective interest rates ranging from 0.15% to 2.30% (2021: 0.15% to 0.50%) per annum and mature between 1 and 10 (2021: 1 and 4) months from the end of the financial year.

**TRYBE LIMITED**

**10 Accrued expenses**

	<b>2022</b> \$	2021 \$
Accruals	120,829	124,907
Provision for employee unutilised leave	43,612	106,218
	<b>164,441</b>	231,125

**11 Restricted Fund - Aftercare**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	818,250	623,759
Income received from Com Chest	–	266,738
Fund returned to NCSS	(541,707)	–
Expenditure for the financial year	(125,848)	(72,247)
(Deficit)/surplus for the financial year	(667,555)	194,491
Balance at end of financial year	<b>150,695</b>	818,250

Included in expenditure are the following staff costs:

Salaries and other benefits	101,721	56,839
CPF	17,046	4,333
Others	258	142
	<b>119,025</b>	61,314

Included in the balance was an amount of \$63,893 (2021: \$750,772) pertaining to grant from Com Chest. During the financial year, grant income of \$NIL (2021: \$266,738) was received from Com Chest and the related expenditure of \$125,848 (2021: \$72,247) was incurred.

The expenditure is stated after elimination of shared services expenses of \$21,600 (2021: \$NIL). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after shared services expenses of \$21,600 (2021: \$NIL) is \$129,095 (2021: \$818,250).

During the financial year, the Company returned an overfunding of \$541,707 (2021: \$NIL) to the National Council of Social Service (“NCSS”) pertaining to funds received for the Growing Youth-In-Transition (“GRYT”) programme which will end in June 2023.

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.

**TRYBE LIMITED**

**12 Restricted Fund - Straits Times School Pocket Money**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	–	(3,015)
Transfer from Accumulated Fund	–	3,015
Balance at end of financial year	<b>–</b>	<b>–</b>

This fund was set up to provide pocket money to children from low-income families to help them through school. The children could 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. In 2021, the Company closed the fund as it did not intend to continue the programme.

**13 Restricted Fund - Bursary**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	–	4,014
Expenditure for the financial year	–	(4,014)
Deficit for the financial year	–	(4,014)
Balance at end of financial year	<b>–</b>	<b>–</b>

This bursary, contributed by Every Nation Church Singapore (“ENCS”), was used to support Trybe’s needy youth clients in their education. The Company can still obtain funding as and when needed.

**14 Restricted Fund - President’s Challenge**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>95,962</b>	165,193
Grants	99,559	284,985
Expenditure for the financial year	(201,133)	(354,216)
Deficit for the financial year	(101,574)	(69,231)
Balance at end of financial year	<b>(5,612)</b>	<b>95,962</b>

Included in expenditure are the following staff costs:

Salaries and other benefits	169,297	297,435
CPF	24,997	38,865
Others	484	740
	<b>194,778</b>	<b>337,040</b>

**TRYBE LIMITED**

**14 Restricted Fund - President's Challenge (cont'd)**

This fund is set up for the supported programmes and areas approved by President's Challenge. Management is of the opinion that the Company will receive further funding from the President's Challenge in subsequent year to cover the deficit.

**15 Restricted Fund - Renovation Fund**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	12,732	46,771
Depreciation charge (Note 5)	(12,732)	(34,039)
Balance at end of financial year	-	12,732

The fund is provided for refurbishment at Tampines office. During the financial year ended 31 December 2022, the refurbishment was fully depreciated and the Company closed the fund as there were no other plans in the short term to renovate the office further.

**16 Restricted Fund - State Street Grant**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	-	2,075
Expenditure for the financial year	-	(2,075)
Balance at end of financial year	-	-
Included in expenditure are the following staff costs:		
Salaries and other benefits	-	2,075

This fund was set up for the supported 6-month early-intervention program for a total of approximately 11 at-risk youths in Singapore. In 2021, the Company closed the fund as it did not intend to continue the programme.

**17 Restricted Fund - Octava**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	6,011	961
Donations	10,000	7,500
Expenditure for the financial year	(2,210)	(2,450)
Surplus for the financial year	7,790	5,050
Balance at end of financial year	13,801	6,011

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

**TRYBE LIMITED**

**18 Restricted Fund - Singapore Boys' Hostel**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	4,427,402	3,441,735
Grants	2,334,460	2,281,612
Donations	-	1,000
Jobs Support Scheme	-	53,612
Other income	29,468	25,169
Expenditure for the financial year	(1,282,455)	(1,375,726)
Surplus for the financial year	1,081,473	985,667
Balance at end of financial year	5,508,875	4,427,402

Included in expenditure are the following staff costs:

	<b>2022</b> \$	2021 \$
Salaries and other benefits	865,480	973,229
CPF	146,745	163,348
Others	2,234	2,526

**1,014,459** 1,139,103

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.

The expenditure is stated after elimination of shared services expenses of \$563,328 (2021: \$563,328). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after cumulative shared services expenses of \$2,433,422 (2021: \$1,870,094) is \$3,075,453 (2021: \$2,557,308).

**19 Restricted Fund - Enhanced Volunteer Manager Funding Scheme**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	4,046	43,275
Grants	45,913	10,824
Fund refund	(4,046)	-
Expenditure for the financial year	(33,332)	(50,053)
Surplus/(deficit) for the financial year	8,535	(39,229)
Balance at end of financial year	12,581	4,046
Included in expenditure are the following staff costs:		
Salaries and other benefits	27,603	42,570
CPF	4,761	7,237

**32,364** 49,807

**TRYBE LIMITED**

**19 Restricted Fund - Enhanced Volunteer Manager Funding Scheme (cont'd)**

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.

**20 Restricted Fund - Project Back-to-Basics**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>64,000</b>	64,000
Grants	—	—
Expenditure for the financial year	(6,800)	—
Amortisation (Note 6)	(9,700)	—
(Deficit)/surplus for the financial year	<b>(16,500)</b>	64,000
Balance at end of financial year	<b>47,500</b>	64,000

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.

**21 Restricted Fund - Tech Booster**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>397,033</b>	280,000
Grants	—	142,400
Expenditure for the financial year	(15,650)	—
Depreciation charge (Note 5)	(54,865)	(25,367)
Amortisation (Note 6)	(21,379)	—
(Deficit)/surplus for the financial year	<b>(91,894)</b>	117,033
Balance at end of financial year	<b>305,139</b>	397,033

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.

**TRYBE LIMITED**

**22 Restricted Fund - Bridge to Employment Grant**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>18,614</b>	2,005
Grants	40,659	52,708
Expenditure for the financial year	(50,393)	(36,099)
(Deficit)/surplus for the financial year	<b>(9,734)</b>	16,609
Balance at end of financial year	<b>8,880</b>	18,614
Included in expenditure are the following staff costs:		
Salaries and other benefits	40,480	29,783
CPF	5,355	3,492
Others	34	52
	<b>45,869</b>	33,327

This fund is set up to provide monthly school-based engagement to 30 Secondary School students for a period of 3 years.

**23 Restricted Fund - ACI Trampoline Fund**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>1,579</b>	15,000
Grants	10,000	25,000
Expenditure for the financial year	(816)	(38,421)
Surplus/(deficit) for the financial year	<b>9,184</b>	(13,421)
Balance at end of financial year	<b>10,763</b>	1,579
Included in expenditure are the following staff costs:		
Salaries and other benefits	—	35,092
CPF	—	2,472
Others	—	91
	<b>—</b>	37,655

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.

**TRYBE LIMITED**

**24 Restricted Fund - The Invictus Fund**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	–	18,095
Expenditure for the financial year	–	(18,095)
Deficit for the financial year	–	(18,095)
Balance at end of financial year	–	–

Included in expenditure are the following staff costs:

Salaries and other benefits	–	14,959
CPF	–	2,143
Others	–	37
	<b>–</b>	<b>17,139</b>

This fund was set up for the continuation of service to the clients through salary support and process modifications. In 2021, the Company closed the fund as it did not intend to continue the programme.

**25 Restricted Fund - Bluestar**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	7,362	–
Grants	20,000	80,000
Expenditure for the financial year	(19,923)	(72,638)
Surplus for the financial year	77	7,362
Balance at end of financial year	<b>7,439</b>	7,362

Included in expenditure are the following staff costs:

Salaries and other benefits	17,345	59,378
CPF	2,450	10,472
Others	24	146
	<b>19,819</b>	<b>69,996</b>

The fund is set up to provide counselling services for youth experiencing mental health symptoms using Choice Theory & Reality Therapy approach.

**TRYBE LIMITED**

**26 Restricted Fund - ODT**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>5,273</b>	–
Grants	78,964	64,607
Expenditure for the financial year	(84,237)	(59,334)
(Deficit)/surplus for the financial year	<b>(5,273)</b>	5,273
Balance at end of financial year	–	5,273

Included in expenditure are the following staff costs:

Salaries and other benefits	56,700	49,383
CPF	6,426	8,474
Others	71	94
	<b>63,197</b>	<b>57,951</b>

The fund is set up to improve the organisational health of the agency. During the financial year ended 31 December 2022, the Company closed the fund as it does not intend to continue the programme.

**27 Restricted Fund - CAMP**

	<b>2022</b> \$	2021 \$
Balance at beginning of financial year	<b>73,756</b>	–
Grants	361,710	90,350
Expenditure for the financial year	(189,385)	(16,594)
Surplus for the financial year	<b>172,325</b>	73,756
Balance at end of financial year	<b>246,081</b>	73,756

Included in expenditure are the following staff costs:

Salaries and other benefits	154,820	14,398
CPF	26,033	1,972
Others	366	24
	<b>181,219</b>	<b>16,394</b>

This fund is set up to operate the pilot run of the mentoring programme for ITE premature school leavers. The expenditure is stated after elimination of shared services expenses of \$57,240 (2021: \$NIL). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after shared services expenses of \$57,240 (2021: \$NIL) is \$188,841 (2021: \$73,756).

## TRYBE LIMITED

### 28 Restricted Fund - CCCSF Fund

	2022 \$	2021 \$
Balance at beginning of financial year	—	—
Grants	50,000	—
Expenditure for the financial year	(50,000)	—
Surplus for the financial year	—	—
Balance at end of financial year	—	—

The Community Chest Charity Support Fund (“CCCSF”) is set up for the improvement of alignment to the NCSS service standard for the Chrysalis Service, Oasys Service and GRYT Service. Management is of the opinion that the Company will receive further funding in subsequent year.

### 29 Restricted Fund - NIKE Fund

	2022 \$	2021 \$
Balance at beginning of financial year	—	—
Grants	34,871	—
Expenditure for the financial year	(7,963)	—
Surplus for the financial year	26,908	—
Balance at end of financial year	26,908	—

This fund is set up for the purpose of support and inspire youths facing adversities.

### 30 Restricted Fund - Hyatt Community Grants Fund

	2022 \$	2021 \$
Balance at beginning of financial year	—	—
Grants	41,751	—
Expenditure for the financial year	(2,042)	—
Surplus for the financial year	39,709	—
Balance at end of financial year	39,709	—

This fund is set up to provide stipends for youth enrolled in the career coaching and job training program.

## TRYBE LIMITED

### 31 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:

	2022 \$	2021 \$
<b>Key management personnel</b>		
- Salaries, bonus and other benefits	308,066	401,403
- CPF	42,206	55,927
- Others	431	590
	<b>350,703</b>	<b>457,920</b>

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

The above remuneration is paid to 3 (2021: 4) 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 Other Services. The amount recharged to various programmes amounted to \$642,168 (2021: \$563,328). This recharge is eliminated upon preparing this financial statement.

## 32 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*

	2022 \$	2021 \$
Lease expense - short-term leases	15,498	11,810
Lease expense - low value assets leases	7,255	7,103
	<b>22,753</b>	<b>18,913</b>

During the financial year, total cash flows for leases amounted to \$22,753 (2021: \$18,913).

**33 Financial instruments****a) Categories of financial instruments**

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

	2022 \$	2021 \$
<i>Financial assets</i>		
Financial assets at amortised cost	<b>6,830,182</b>	6,890,468
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	<b>211,446</b>	143,976

**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 33(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"):

<b>Description of evaluation of financial assets</b>	<b>Basis for recognition and measurement of ECL</b>
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 2022 and 31 December 2021 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2022 and 31 December 2021.

**33 Financial instruments (cont'd)****b) Financial risk management (cont'd)***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.

*Interest rate risk*

The Company's income and operating cash flows are substantially independent of changes in market interest rates. The Company has no variable interest rate-bearing assets or liabilities.

**c) Fair values**

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

**34 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 2022 and 31 December 2021.

**35 Comparative figures**

The statement of cash flows for the financial year ended 31 December 2021 were restated so as enhanced its presentation as follows:

	As reported \$	Prior year adjustment \$	As restated \$
Net cash generated from operating activities	737,776	590,194	1,327,970
Net cash used in investing activities	(228,656)	(77,103)	(305,759)
Net increase in cash and cash equivalents	509,120	513,091	1,022,211
Cash and cash equivalents at beginning of the financial year	2,555,443	3,211,011	5,766,454
Cash and cash equivalents at end of the financial year	3,064,563	3,724,102	6,788,665

Apart from the restatement above, there is no impact to the statement of financial position for 2021.

**36 Authorisation of financial statements**

The financial statements of the Company for the financial year ended 31 December 2022 were authorised for issue in accordance with a resolution of the directors dated 24 May 2023.

# Governance Evaluation Checklist

Trybe Limited |

(for the period January to December 2022)

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<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 <sup>1</sup> appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.			
4	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, 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? (skip item 7 if "No")		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<sup>2</sup> 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	
<b>Financial Management and Internal Controls</b>				
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	

Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		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>				
	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	
25	No governing board member is involved in setting his own remuneration.	2.2		
	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR			
26	The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
	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			
28	The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
	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 <sup>3</sup> belonging to the Executive Head <sup>4</sup> 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			
29	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	
<b>Public Image</b>				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	



/

/

