



Singapore
Corporation of
Rehabilitative
Enterprises

Building Bridges, Changing Lives

ANNUAL REPORT 2015



Together We Go Further





VISION

We build bridges of hope
for offenders and their families

We contribute to a safer community
by successfully reintegrating offenders

We exemplify and lead in creating
a more compassionate society
that offers second chances

MISSION

We rehabilitate and help reintegrate offenders to become responsible and contributing members of society

VALUES

Honour

We live up to the highest standards of integrity

Oneness

We work as a team

People-oriented

We serve others to the best of our ability

Enterprising

We thrive in scarcity and see opportunities in crisis



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The journey of a thousand miles begins with a single step.

At SCORE, our first step was made on rough, unsteady ground. Our early years saw numerous operational difficulties ranging from inadequate facilities and manpower to a lack of funding and support. These challenges threatened the viability of our work programmes aimed to rehabilitate inmates.

But we endured and pulled through the tough times with a determined and enterprising spirit. We embarked on new strategies and partnerships to provide second chances to ex-offenders and to serve as a steward of a safe and inclusive community.

Looking back, we could not have done it alone. Each step was only made possible with the concerted effort of everyone who had come forward to partner SCORE in this meaningful journey.

The future leads to a path of more challenges. As we continue to journey together as one, it will make us stronger and bring us further into the future. Together we can build bridges and change lives.

Together we can go further.

About SCORE

OUR KEY STRATEGY MAP



A Transformation Journey Of 40 Years



Born of Adversity

SCORE began as the Prison Industries Division of the Prisons Department. Established in 1955, the Prison Industries Division introduced work programmes to help with the rehabilitation of inmates. The operations of the prison workshops were based on practices in overseas correctional systems. The primary aim was to provide inmates trade skills and simulated work experience that could enable them to earn an honest living after their release.

However, the Division operated under tremendous stress throughout the 1960s and its efforts were hampered by operational difficulties. The Prisons Reorganisation Committee was convened in 1974 to look into the reorganisation of the Prison Industries Division. It was then decided that the Division would be converted into a statutory board to allow for a greater degree of flexibility in its operations.

Trying Beginnings

And so began SCORE's first step. Established on 1 April 1976, SCORE officially took over the operations of the Prison Industries Division but the journey did not start easy.

Resolving the numerous operational difficulties was among SCORE's first and foremost tasks in its early years. It was no small feat, considering the magnitude of the challenges involved, which included inadequate facilities, manpower and low productivity. These led to lukewarm responses from the private businesses to SCORE's initial efforts to bring them on board its industrial programme.

Working as one, SCORE overhauled its infrastructure, activities and processes. Existing work programmes were rationalised, with viable ones consolidated and expanded. New workshop infrastructure was added to increase its capacity and output.

SCORE also intensified its outreach to private businesses to convince them of the viability of an inmate workforce. The Private Sector Participation Scheme was introduced, which allowed private businesses to partner SCORE to operate workshops inside prisons and train inmates in industry-relevant skills.

It was only with a determined and enterprising spirit that SCORE managed to overcome the various challenges. Its efforts paid off when more than a thousand inmates were emplaced on its work programmes and a \$4.3 million turnover was achieved in the following year. This was the first of many defining moments in SCORE's 40 years of transformation journey.



Growing Beyond the Prison Walls

The 1980s marked the expansion of SCORE and its network of partners. SCORE began to engage employers and the community to provide rehabilitation and reintegration opportunities beyond the prison walls. Through new work schemes and an amended legislation, SCORE was able to arrange for selected inmates to gain relevant work experience outside the prisons prior to their release.

With the turn of the millennium, SCORE forged new grounds in an increasingly vibrant aftercare landscape, beginning with its role as the Co-Chair and Secretariat of the CARE Network. Armed with a bold new vision in 2002, SCORE sought to dispel the negative perception of ex-offenders and promote their acceptance into the society. Working with its network of aftercare partners, various initiatives and outreach events, such as the Yellow

Ribbon Project, were launched to inspire the community to support ex-offenders and their families.

The SARS outbreak of 2003 marked yet another memorable milestone in SCORE's history. Local hospitals were operating under huge constraints with increased medical demands. SCORE came to the forefront to work with the Ministry of Health to provide clean linen to the hospitals on a timely basis. This incident demonstrated how inmates, though serving time behind bars, could play an important role during a national crisis.

Soaring to New Heights

40 years on, SCORE remains dedicated to our mandate of helping ex-offenders rehabilitate and reintegrate through employment. In 2015, SCORE offered 26,660 training places to more than 5,100 inmates, and 95% of the 2,157 inmates whom SCORE assisted secured a job prior to their release. 2015 also saw \$3.01 million being raised for the Yellow Ribbon Fund to aid in the aftercare of ex-offenders, a tremendous increase from \$0.97 million just five years ago in 2010.

Today, ex-offenders and their families do not have to walk alone, as SCORE and its network of partners are always ready to lend a helping hand.

1970s



New strategies were introduced to overhaul the operations inherited from the Prison Industries Division.

1 April 1976
SCORE was established

1976

The emplacement rate of inmates on its work programmes doubled from 45% in 1976 to 89% in 1977 as support and participation from the private sector grew.

Increased Emplacement Rate for Inmates

1977

1980s

SCORE adopted the use of solar energy

1984

1982

The Vocational Training Scheme was implemented

The scheme allowed inmates to upgrade their skills through formalised training and prepared them for public trade tests conducted by the Vocational and Industrial Training Board (now known as the Institute of Technical Education).



1987

The SCORE Act was amended

With this landmark amendment, SCORE officially started its aftercare mandate. It signified SCORE's emphasis on ensuring a holistic and seamless rehabilitation journey for inmates from in-care to aftercare.



1994 marked the implementation of Total Quality Management (TQM) to improve productivity and the quality of products and services. With the dedication and efforts of our staff, TQM was successfully implemented and this success brought about a significant improvement in SCORE's financial performance in 1995.

SCORE implemented Total Quality Management

1994–1995



The SCORE Counselling Centre was set up to enhance the social support and welfare of ex-offenders

1999

2000s

Founded in 2000, the CARE Network coordinates and streamlines the rehabilitation and reintegration efforts of aftercare agencies throughout Singapore.

SCORE was appointed the role of CARE Network Secretariat

2003

1990

An Aftercare Division was set up in SCORE

It served to underline SCORE's commitment to help inmates reintegrate into the community by providing aftercare services.

1996

The Job Placement Unit was set up to provide job referral services to ex-offenders



2002

SCORE renewed its vision and mission

A re-visioning exercise was conducted to review and improve SCORE's relevance in meeting the changing needs of ex-offenders and the challenges of the future. The exercise saw the birth of SCORE's tagline 'Building Bridges, Changing Lives'.

1990s



Local hospitals were overwhelmed by increased medical demands during the deadly SARS outbreak. SCORE Laundry played its part by working with the Ministry of Health to provide clean linen to hospitals on a timely basis. In recognition of their immense courage and self-sacrifice, SCORE was awarded the President's Certificate of Commendation, and 48 staff and inmates were also presented Courage Medals.

SCORE battled SARS

2003

Project Phoenix is an on-going collaborative effort between WDA and SCORE to equip inmates with employability and industry skills, and to place them on jobs prior to their release.

Collaboration between SCORE and WDA in Project Phoenix

2007

2010s

The Strategic Planning Committee was set up to chart new directions and navigate through the challenges of the next ten years.

A Strategic Planning Committee was set up

2010



SCORE attained the coveted Singapore Quality Class (SQC)

2004

Launch of the Yellow Ribbon Project and the Yellow Ribbon Fund

The Yellow Ribbon Project has helped create nationwide awareness and strong community support for second chances. Then-CEO of SCORE, Mr Jason Wong, also came up with the unifying symbol of using a yellow ribbon to depict the acceptance of ex-offenders into the society.

The Yellow Ribbon Fund was established later that year to administer funding for programmes that raise public awareness, rehabilitate and reintegrate ex-offenders, and provide support for their families.



Construction of the new Cluster A at Changi Prison Complex was completed

SCORE's facilities and activities were relocated to the new workshop infrastructure at Cluster A. The increased space and capacity has allowed SCORE to operate a larger number of workshops in a more tightly co-ordinated manner, similar to JTC's industrial hubs.

A call centre was set up within the prisons

SCORE initiated an industry partnership with a private operator to set up a call centre within the prison compound, aimed at providing training opportunities for female inmates. The initiative was seen as rather bold and ahead of its time. Today, there are four call centres at both the male and female prisons.





SCORE was
presented the
People Developer

As part of equipping inmates with skills to pursue a career in the Hospitality Industry and F&B sector, Hope Café – Training Kitchen and Restaurant was jointly set up by WDA, SPS and SCORE to train inmates with the relevant skills before release.

Opening of Hope Café – Training Kitchen and Restaurant



2014

2013

SCORE was awarded
the SQC STAR



2015

SCORE underwent a restructuring exercise to ensure that the organisation will be in a position to tackle new challenges arising from an increasingly complex operating environment and the changing needs of inmates and ex-offenders. It was organised into three Clusters - Reintegration & Aftercare, Rehabilitative Enterprises and Corporate Services

SCORE signed a Memorandum of Understanding (MOU) with the Restaurant Association of Singapore (RAS) to provide inmates and ex-offenders with employment opportunities with its member companies



A Rewarding Journey of Transformation One thing uniquely SCORE would be the new challenges that we face every day. The most memorable challenge was when SCORE was first set up. At that time, we had over 1,000 inmates who were not engaged in meaningful activities. We had to build workshops and persuade companies to set up industries in SCORE. That was really tough. But with our enterprising spirit, we pushed on and made it! I am amazed by how SCORE has transformed over the years. Everything from our operations to partnerships is constantly improving. In particular, the synergy between SCORE and Prisons has grown so much. I have learnt and grown a lot throughout my years with SCORE. It was a rewarding and satisfying journey.

Mr Stephen Goh, SCORE's first employee since 1976, retired in 2014

Our Chairman's Message

MR CHNG HWEE HONG



An Eventful Year of Partnerships and Progression

April 2016 marks the start of the 40th year of SCORE's history. In the course of these 40 years, SCORE has overcome various challenges to emerge as the steward of second chances. As we take stock of what we have achieved thus far, it is also timely for us to strategise how we can continue to transform ourselves to adapt to the changing needs of the future.

2015 saw the forging of new partnerships, one of which was the signing of a Memorandum of Understanding between SCORE and the Restaurant Association of Singapore (RAS). Our partnership with RAS has allowed us to tap on its pool of potential employers and help ex-offenders obtain gainful employment in the F&B sector.

New developments aimed at reducing recidivism and enhancing ex-offenders' re-entry into society successfully kicked off in 2015. The Employment Mindset Change

training for inmates was introduced, from which they learnt how to cope with work challenges and adopt a positive mindset towards work and employment.

Our planning for the external laundry to be operational in 2016 was also deep in the works in 2015. Besides boosting SCORE's operational capacity, the external laundry will also offer transitional employment opportunities to ex-offenders.

In 2015, we continued to make noteworthy achievements in our efforts to help ex-offenders transit seamlessly into the community. In that year, SCORE assisted 2,157 ex-offenders with employment prior to their release, an increase from the 1,938 ex-offenders aided in 2014. We also sustained encouraging job retention rates for the 2015 cohort, which stood at 85% and 74% for 3-month and 6-month respectively, as at 31 December 2015.

Continuing the Journey of Transformation Together

The future will bring forth new prospects and challenges. To better cater to the evolving needs of ex-offenders and meet the challenges of tomorrow, we have renewed our strategic focus and formulated a plan that will guide us forward in the coming years.

While we were previously guided by a set of three actionable focal areas – each overseeing a phase of an ex-offender's journey, we now work towards achieving three desired outcomes that prepare ex-offenders to take ownership of their future. The plan realigns SCORE's existing





“ In 2015, we continued to make noteworthy achievements in our efforts to help ex-offenders transit seamlessly into the community. In that year, SCORE assisted 2,157 ex-offenders with employment prior to their release, an increase from the 1,938 ex-offenders aided in 2014. ”

operational strategies to outcomes that will lead us closer to achieving our mandate.

Every Ex-Offender a Contributing Citizen

The first desired outcome is aimed at developing and maximising an ex-offender's potential so that he can contribute to society as a productive citizen.

To achieve this, we will work towards a transformed prison work environment that goes beyond the customary acquisition of work-specific skills. We hope that the rehabilitative value of our work programmes can be further enhanced by bringing about positive behavioural and mindset changes in the way inmates respond to work and employment. After a successful pilot run of the Behavioural Insights (BI) project in 2015, its methodology will undergo refinements before being extended to selected central kitchens and call centres in 2016. We will also be partnering Singapore Prison Service to adopt digital technology in workshop operations to mirror the practices in the community.

We are stepping up our efforts to broaden transitional employment

opportunities for ex-offenders through mirror industries. 2016 will see the operationalisation of our external laundry which, together with SCORE's existing laundry workshop, will leverage technology to innovate its processes. Ex-offenders, having experienced the use of the latest technology, can later transfer this to their employment in the community.

For every ex-offender to have a chance to start anew, he must be given access to employment opportunities. Ex-offenders can tap on our job portal – and its database of 4,745 companies – to access job opportunities in diverse industries. Preparations are in place to incorporate an employment profiling tool into the job portal, which will enhance and automate the matching of offenders to suitable job vacancies.

Developing a Credible Ex-offender Workforce

For the second desired outcome, we strive to develop holistic and comprehensive employment assistance programmes that strengthen our position as an agency that develops a credible ex-offender workforce. Ex-offenders will be provided with a more targeted range of job assistance schemes

where they will be trained, profiled and coached in preparation for the employment market of the future.

We are in the process of introducing a validated assessment tool to profile an ex-offender's suitability for employment in specific industries. Starting with the hospitality industry, we are working with a partner to calibrate and refine the tool as a benchmark for future assessments. The use of the assessment tool may be extended to other industries in due time.

The labour market is becoming increasingly driven by “future-ready” skills. SCORE is actively working with employers to update the scope of its skills training and coaching programmes. Special emphasis will be given to train ex-offenders in the multiple skills needed in the respective sectors that they will be working in. For instance, ex-offenders in the F&B sector will be trained in the skills needed to perform both service and food preparation functions. Ex-offenders will also be encouraged to take personal responsibility in managing their continuous learning and career progression with the use of SkillsFuture credits.

“ In 2016, we will be managing the interim Selarang Halfway House (SHWH) for higher risk ex-offenders under the Mandatory Aftercare Scheme. ”

Nurturing an Effective Aftercare Community

An effective aftercare community is one that comes together to reduce recidivism and promote reintegration through a shared vision and collective responsibility. One of our key strategies will be to collaborate closely with our network of aftercare partners and providers to improve service standards and infrastructure.

In 2016, we will be managing the interim Selarang Halfway House (SHWH) for higher risk ex-offenders under the Mandatory Aftercare Scheme. This is the first time in SCORE's history where we will directly manage the operations and transitional care programmes of a halfway house. This will put us in a better position to understand the needs of the aftercare sector and lead it towards higher standards.

To level up the professionalism of the aftercare agencies, we are identifying suitable partners in the CARE Network to be certified with the Commission on Accreditation of Rehabilitation Facilities (CARF). The introduction of CARF will give recognition to our aftercare partners' professionalism and assurance to ex-offenders who benefit from these accredited aftercare services.

Acknowledgement

40 years on and SCORE continues to make headway in its journey to build a future of second chances for ex-offenders and their families. Each achievement and milestone contribute to the forward momentum needed for us to reach the desired outcomes that we have set for ourselves. Each step forward is made with the concerted efforts of every organisation and individual, and every partner and staff, who has supported us in one way or another.

I would like to take this opportunity to convey my thanks to the Ministry of Home Affairs, Singapore Prison Service, my colleagues in the SCORE Board of Directors, members of various SCORE Committees, CARE Network partners, voluntary welfare organisations, trade unions, chambers of commerce, employers, grassroots organisations, industry and community partners, and the numerous supporters of the Yellow Ribbon Project. I am grateful for your commitment, trust and contributions.

To the esteemed Board Members who have completed their term – Mr Siew Heng Kwok, Ms Tan Poh Hong, Mr Alvin Lim and Ms Charlene Chang, I would like to express my

appreciation for your extraordinary contributions and valuable guidance. I am also heartened to have Mr Siew assuming the role of a Committee Member, where his expertise and experience will continue to support SCORE's mission.

At the heart of SCORE's success is the dedication and excellence of its management and staff. On behalf of the Board, I would like to thank everyone in SCORE for your hard work and diligent effort in advancing the rehabilitation and reintegration of ex-offenders. As we continue to journey together as one, we can transform lives and create a future of hope and compassion.

Our Leadership

BOARD OF DIRECTORS



Mr Chng Hwee Hong
Chairman

Independent Director
United Overseas Insurance Ltd



Ms Goh Soon Poh
Deputy Chairman

Deputy Secretary (Policy)
Ministry of Home Affairs



Mr Abdul Rohim Bin Sarip
Member

Lawyer & Managing Partner
A. Rohim Noor Lila & Partners



Mr Chay Wai Chuen
Member

Singapore's Non-Resident Ambassador
to the Slovak Republic, and Independent
Non-Executive Director, Frasers
Centrepoint Asset Management
(Commercial) Ltd



Professor David Chan
Member

Director, Behavioural Sciences
Institute, and Professor of Psychology,
School of Social Sciences
Singapore Management University



Mr David Toh Seng Hong
Member

Partner
PricewaterhouseCoopers LLP
Singapore



Dr Kee Kirk Chin
Member

Chairman and CEO
Apex Healthcare Berhad



Ms Lien Siaou-Sze
Member

Senior Executive Coach
Mobley Group Pacific Ltd



Mr Ng Kok Siong
Member

Chief Corporate Development Officer
CapitaLand Limited

Our Leadership

BOARD OF DIRECTORS



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Member

Associate Editor, Lianhe Zaobao
Singapore Press Holdings



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Member

Director, Sector Planning &
Development Division
Ministry of Social & Family
Development



Mr Soh Wai Wah
Member

Commissioner
Singapore Prison Service



**Mr Thiagarajan s/o
Subramaniam**
Member

Director (Strategy)
NTUC Freelancers & Self-Employed Unit



Mr Wan Shung Ming
Member

Director
Tin Sing Goldsmiths Pte Ltd



Mr Yeo Meng Hin
Member

Senior Vice President, Human
Resources Asia Pacific
DHL Global Forwarding Management
(Asia Pacific) Pte Ltd



Our Committees



Audit & Risk Management Committee

The Audit & Risk Management Committee oversees the internal and external audits on SCORE's risk management and internal control systems. Its reviews and findings ensure that SCORE's work processes are rigorous and robust, based on the principles of good governance and risk management.

Front Row (from left to right, seated)

Mr Abdul Rohim Bin Sarip, Dr Kee Kirk Chin (Chairperson), Mr David Toh Seng Hong

Back Row (from left to right, standing)

Mr Chiam Jia Fong, Ms Lynn Chng Lay Peng, Mr Soh Tze Churn Jack



Establishment Committee

The Establishment Committee seeks to build a dedicated and passionate workforce necessary to deliver SCORE's mission. It advises on effective human resource policies and practices to attract, nurture and retain good staff.

From left to right

Ms Shirlyn Ng Siok Har, Mr Lim Kian Kok, Ms Sharon Ang Ee Hsien, Mr Yeo Meng Hin (Chairperson), Mr Chia Boon Cher, Mr Ethan Tan, Mr Stanley Tang

Not in photo

Mr Nicholas Sim

Our Committees



Industry & Development Committee

The Industry & Development Committee ensures that SCORE's work programmes are aligned to the changing needs of industries. It provides advice on all aspects of SCORE's industrial activities, from industry trends and developments to potential business opportunities.

Front Row (from left to right, seated)

Mr Ng Kok Siong, Mr Wan Shung Ming (Chairperson), Mr Abdul Rohim Bin Sarip

Back Row (from left to right, standing)

Mr Seah Boon Kheng Rodney, Ms Jannie Wan Peck Fong, Mr Tan Kay Keng, Mr Terrence Goh Leng Chuang

Not in photo

Mr Cho Lok Yee Dominic, Mr Stanley Tang



Investment & Finance Committee

The Investment & Finance Committee plays an integral role in ensuring SCORE's long-term financial sustainability. It provides oversight on SCORE's investment, financial and funding policies.

Front Row (from left to right, seated)

Ms Florence Tan-Nguyen, Mr Chay Wai Chuen (Chairperson), Ms Koh Chiao-Jian Felicia

Back Row (from left to right, standing)

Mr David Toh Seng Hong, Mr Khoo Tiam Hock Vernon, Mr Hor Siew Fu, Mr Stanley Tang

Not in photo

Mr Oh Wee Khoon



Rehabilitation Committee*

The Rehabilitation Committee promotes the rehabilitation and reintegration of inmates and Selarang Halfway House (SHWH) residents. It advises on suitable inmate training programmes and operations of the SHWH. It also recommends funding schemes that SCORE could tap on to support its training programmes for inmates and render resources for the rehabilitation and reintegration of SHWH residents.

**Rehabilitation Committee was renamed from Training Committee as at 9 May 2016*

Front Row (from left to right, seated)

Ms Lien Siaou-Sze, Mr Thiagarajan s/o Subramaniam (Chairperson), Ms Yong Hsin Yue

Back Row (from left to right, standing)

Mr Peter Ong, Mr Lim Fung Wan Colin, Mr Siew Heng Kwok

Not in photo

Professor David Chan, Mr Chua Chim Kang, Mr Gary Goh Choon Siah, Mr Khoo Tiam Hock Vernon, Dr Michael Teng, Ms Rafidah Bte Suparman, Mr Stanley Tang



SPECIAL PROJECTS COMMITTEES

Branding Committee

The Branding Committee aims to strengthen SCORE's brand position so that it can better reach its stakeholders and forge stronger partnerships. To achieve this, it guides SCORE in formulating and implementing a comprehensive and sustainable brand strategy.

Front Row (from left to right, seated)

Mr Jimmy Lee Keng Ann, Mr Peter Ong (Chairperson), Associate Professor Vincent Chua

Back Row (from left to right, standing)

Ms Josephine Gan Ser Khoon, Ms Chew Lee Ching

Not in photo

Ms Sharon Ang Ee Hsien

Our Committees



Smart Solutions Committee

The Smart Solutions Committee advises on new technology and Big Data analytics that can be adopted and applied across SCORE's businesses and work processes. This will allow SCORE to enhance its propositions to its partners and clients, and provide a differentiated approach in engaging them, while working smarter and more efficiently.

Front Row (from left to right, seated)

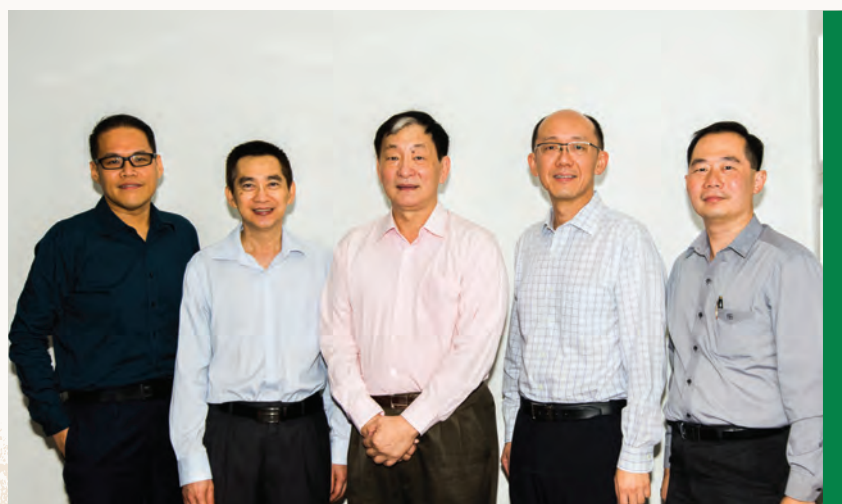
Mr Jackson Lim, Ms Lien Siaou-Sze (Chairperson), Mr Khew Sin Khoon, Dr Mohan Rajesh Elara

Back Row (from left to right, standing)

Professor Chee Yeow Meng, Mr Kuai Ser Leng, Mr Frederick Foo

Not in photo

Mr Ng Kok Siong, Dr Naresh Kumar s/o Kathamuthu Rajamanickam



Laundry 2 Project Steering Committee

The Laundry 2 Project Steering Committee provides the necessary guidance and strategic direction to set up Laundry 2 – an external laundry under SCORE's subsidiary, YR Industries Pte Ltd. It also oversees the development and implementation of Laundry 2, due to operate in the third quarter of 2016.

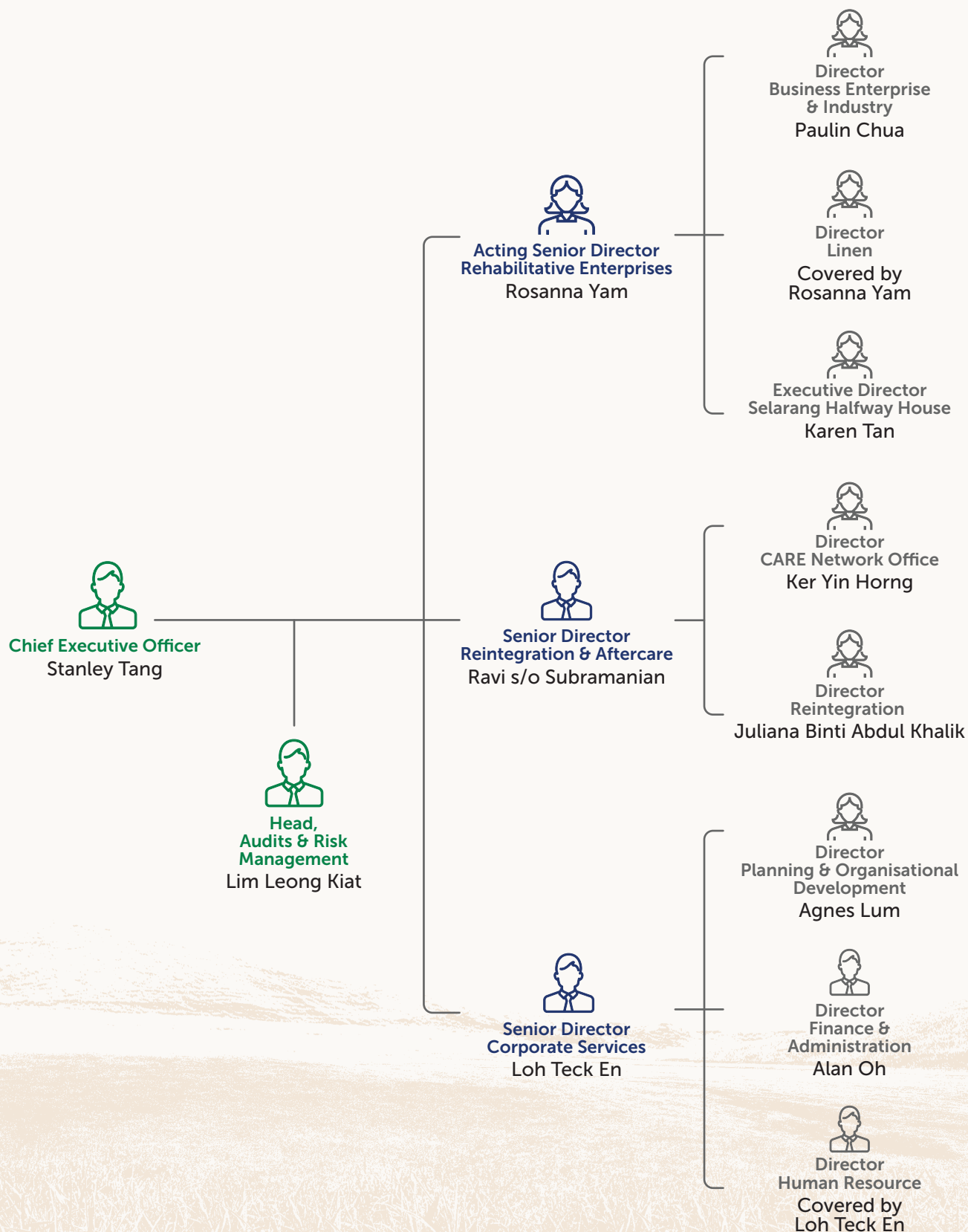
From left to right

Mr Kevin Hoon Kay Ming, Mr Stanley Tang, Mr Wan Shung Ming (Chairperson), Dr Kee Kirk Chin, Mr Loh Teck En

Our Team

ORGANISATION CHART

w.e.f. 1 Feb 2016



Our Team

MANAGEMENT TEAM



Management Team

Front Row (from left to right, seated)

Rosanna Yam, *Acting Senior Director, Rehabilitative Enterprises*
 Ravi s/o Subramanian, *Senior Director, Reintegration & Aftercare*
 Stanley Tang, *CEO*
 Loh Teck En, *Senior Director, Corporate Services*

Back Row (from left to right, standing)

Lim Leong Kiat, *Head, Audits & Risk Management*
 Juliana Binti Abdul Khalik, *Director, Reintegration*
 Alan Oh, *Director, Finance & Administration*
 Karen Tan, *Executive Director, Selarang Halfway House*
 Paulin Chua, *Director, Business Enterprise & Industry*

Not in photo

Agnes Lum, *Director, Planning & Organisational Development*
 Ker Yin Horng, *Director, CARE Network Office*

w.e.f. 1 Feb 2016

Our Team

UNIT HEADS



Unit Heads

Front Row (from left to right, seated)

Kenny Lee, *Senior Assistant Director, Risk Management*
 Lisa Tan, *Assistant Director, Human Resource*
 Puah Ping Hui, *Senior Assistant Director, Business Outsourcing & Industrial Space Leasing*
 Lina Lim, *Senior Assistant Director, Human Resource*
 Cher Choon Hing, *Senior Assistant Director, Linen*

Back Row (from left to right, standing)

Wu Chenghui, *Senior Assistant Director, Administration*
 Jason Ng, *Senior Assistant Director, Employment Assistance*
 Chua Yi Qing, *Assistant Director, Logistics, Special Projects & Administration*
 Koh Shukai, *Assistant Director, Community Relations*
 Marc Chong, *Assistant Director, Audits*
 Steven Lee, *Senior Assistant Director, Finance*
 Leslie Jin, *Assistant Director, Community Engagement*

Not in photo

Arputhasamy Nathan, *Senior Assistant Director, Retention Support*
 Cai Chengji, *Assistant Director, Planning & Organisational Development*
 Chen Yingli, *Assistant Director, Sector Planning & Management*
 John Low, *Assistant Director, Employer Engagement*
 Freddy Low, *Assistant Director, Employment Assistance*
 R Vijayan, *Assistant Director, Laundry Operations*

Together We Prepare Inmates To Be Contributing Citizens



"The work programmes gave me a chance to build up my confidence level and manage my behaviour. We (ex-offenders) have our own strengths and good points. I believe if we are given a second chance, we too can contribute and give back to the society."

– *Gabriel**

* Fictitious Name

A Second Chance to Contribute Back to Society

Gabriel* is an ex-offender who is now working as a chef in the F&B industry.

During his time in prison, Gabriel was able to participate in the work programmes. Determined to turn his life around, he honed his culinary skills while working in SCORE Catering and picked up soft skills such as learning to control his temper and be patient.

He also gave back to the community by participating in Dining Behind Bars – a community engagement event organised by the Yellow Ribbon Fund.



Together We Prepare Inmates To Be Contributing Citizens

SCORE develops and maximises each inmate's potential. The inmate's rehabilitative journey in the prison includes his participation in the work programmes. Here, he is equipped with the skills and mindset necessary for stable and productive employment.

Improving Employability and Employment Outcome

Imparting Work Ethics

SCORE facilitates change in inmates by cultivating positive work ethics, introducing teamwork and helping them acquire effective communication skills. These values are nurtured through work programmes conducted in a realistic working environment.

To date, SCORE manages work programmes across 53 workshops in 11 Prison institutions, and in 2015, the organisation engaged approximately 3,151 inmates daily, with an overall engagement rate of 85%. Work programmes are administered through the following ways:



Business operations set up by private sector companies under the Private Sector Participation Scheme

The private sector companies provide management, equipment and technical expertise in the business operations, while SCORE and the Singapore Prison Service (SPS) manage the discipline of inmates and facilitate their rehabilitation. Such operations include food services, electronic and electrical manufacturing and call centre.



Business operations owned and managed by SCORE

These businesses include laundry and linen services, food services, business outsourcing and warehousing.

Laundry and Linen Services

SCORE Laundry is one of the largest laundries in Southeast Asia. Operating for more than 35 years, the laundry serves about 90% of public and private hospitals, with an average of 48 tonnes of linen processed each day.



Business Outsourcing

SCORE maintains a close working relationship with Small and Medium Enterprises (SMEs) to undertake sub-contracting jobs in electronic sub-assembly, quality inspection, post-print production and data entry services.

In 2015, Business Outsourcing unit managed 15 workshops.

Warehouse and Print Workshop

SCORE manages the Warehouse and Print Workshop within the Changi Prison Complex to provide and store logistical supplies required by the prison institutions.

Through the work programme, approximately 125 inmates were equipped with essential warehousing skills in logistics and manufacturing sectors in 2015.

Food Services

SCORE Food Services unit is in-charged of two Central Kitchens, a Catering Kitchen and a HACCP (Hazard Analysis and Critical Control Points) certified Bakery within Changi Prison Complex.

Food Services unit provided work to an average of 600 inmates each month in 2015.

Together We Prepare Inmates To Be Contributing Citizens

Equipping Inmates with Industry-Relevant Skills

SCORE strives to equip inmates with industry-relevant skills that are aligned with Singapore Workforce Development Agency's (WDA) Workforce Skills Qualification (WSQ) framework. This framework uses a graded approach to train job seekers for work. It is categorised into three levels, starting with generic employability skills, broad industry knowledge and skills, and occupational skills. This alignment allows inmates to attend the same type of nationally accredited training and pursue further skills upgrading after their release. It also gives employers the assurance that ex-offenders are as adequately prepared as any other job seekers.

To further support the training of inmates with relevant skills, WDA provides funding to SCORE to bolster its work rehabilitation and job assistance programmes.

In 2015, 5,137 inmates were trained through 26,660 training places.





TYPES OF WDA COURSES THAT INMATES HAVE UNDERGONE

The Workplace Literacy (WPL)	WPL (Conversational) programme which covers English reading, listening and speaking skills
The Workplace Skills (WPS) Series – Operations Level	<ul style="list-style-type: none"> Develop Personal Effectiveness Communicate & Relate Effectively at the Workplace Maintain Personal Presentation & Employability WSQ Adapt to Change Solve Problems and Make Decisions Apply Emotional Competence to Manage Self at the Workplace
WSQ Certified Operations Specialist (COS)	<ul style="list-style-type: none"> Apply Teamwork in the Workplace Apply Quality Systems Apply 5S Techniques Apply Workplace Safety & Health Policies
WSQ Certificate in Generic Manufacturing	<ul style="list-style-type: none"> Apply 5S Techniques Apply Teamwork in the Workplace Apply Workplace Safety & Health Policies Apply Quality Systems Use Hand Tools Operate Basic Measuring Devices Perform Warehouse Operations Perform Stock Control and Housekeeping
WSQ Certificate in Culinary Arts	<ul style="list-style-type: none"> Maintain Quality Control Procedures Maintain Food & Beverage Production Environment Prepare Mise En Place 1 Maintain Safe and Secure Working Environment Follow Food and Beverage Safety and Hygiene Policies and Procedures Demonstrate Basic Moist Heat Cooking Methods Demonstrate Basic Dry Heat Cooking Methods
WSQ Certificate in Food & Beverage Operations	<ul style="list-style-type: none"> Maintain Food and Beverage Service Environment Prepare and Serve Coffee and Tea Prepare Non-alcoholic Beverages Interact with and Serve F&B Guests Follow Food and Beverage Safety and Hygiene Policies and Procedures Perform Hosting Duties Prepare for Service (Mise En Place 2)



Preparing Inmates for Employment

Employment is one of the factors that impacts an ex-offender's recidivism rate. As such, it is important that SCORE prepares inmates adequately for employment prior to their release. Besides imparting skills required for inmates to perform tasks at work, in May 2015, SCORE also contextualised

its Employability Skills modules to include typical work challenges that inmates will face.

The revised training emphasise the need for inmates to adopt a positive and resilient attitude when faced with work challenges. The training

also focuses on helping them manage themselves and their relationship with colleagues and supervisors at work.

To better internalise the learning, role plays were introduced. In addition, self-reflection sessions were incorporated throughout the training.



FUTURE PLANS

Improving Employability and Employment Outcome

Expansion of the Rehabilitative -Focused Pilot Workshop

SCORE completed its first Rehabilitative -Focused pilot workshop in 2015 with promising results. Inmates who underwent the programme displayed greater work motivation and psychological well-being, compared to those who did not.

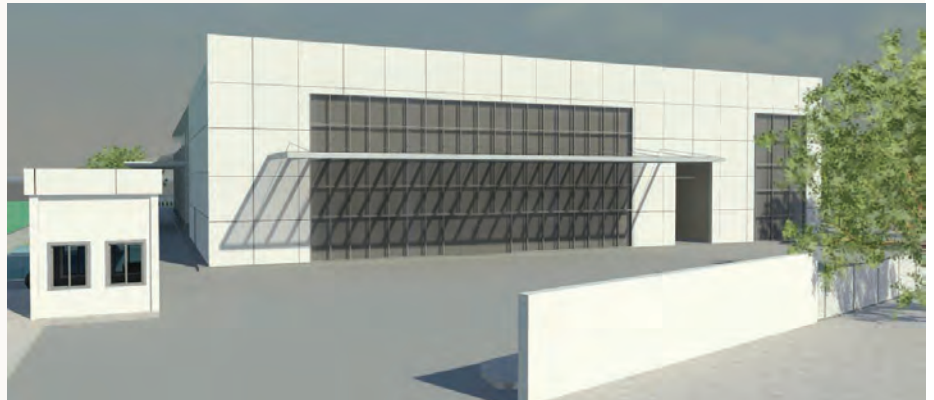
Plans are underway to expand the pilot to more workshops in 2016 to benefit more inmates.

Broadening Transitional Employment Opportunities

Launch of External Laundry Facility

SCORE's new external laundry facility is set to begin its operations in the third quarter of 2016 under SCORE's subsidiary, YR Industries Pte Ltd.






























In addition to boosting its operational capacity, the external laundry will help broaden transitional employment opportunities for ex-offenders. It is estimated that ex-offenders will make up 30% of its total staff strength.



Preparing Inmates To Be Contributing Citizens

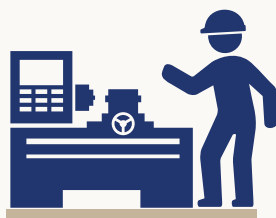
No. of Inmates Trained*








2015	    	5,137
2014	     	5,482
2013	      	5,896
2012	     	5,840
2011	    	5,094

*While the number of inmates trained has dropped, the total number of training places offered has increased. This means that each inmate was put through a higher number of courses.

No. of Training Places

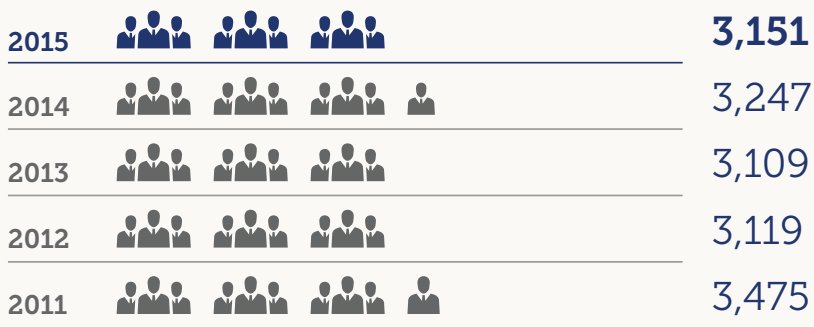


14,754	19,788	22,504	21,093	26,660
				
2011	2012	2013	2014	2015

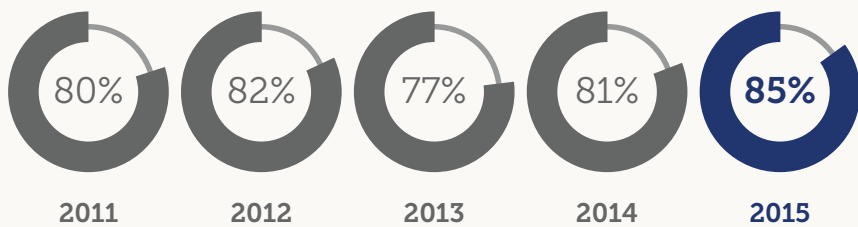


Preparing Inmates To Be Contributing Citizens

No. of Inmates Engaged
in Work Programmes Daily



Percentage of Inmates Engaged
in Work Programmes



Together We Develop A Credible Ex-Offender Workforce



"WDA has been collaborating with SCORE for close to 10 years. Over the years, the scope of our collaboration has expanded and we have forged a strong partnership. We will continue to work closely with SCORE to assist ex-offenders through targeted interventions that prepare and match them to jobs, and support their integration back to society."

– Mr Ng Cher Pong, Chief Executive,
Workforce Development Agency (WDA)



Together We Develop A Credible Ex-Offender Workforce

SCORE builds a holistic and comprehensive employment assistance framework that puts the ex-offenders through a series of job training, matching and coaching to prepare them for the labour market of tomorrow.

Creating a Motivated and Resilient Workforce

Enhancing Employment Retention and Stability

SCORE believes that employment is one of the key factors for the ex-offender's successful reintegration into the society. Through the placement exercises, it assists ex-offenders to secure suitable jobs before their release. In 2015, 95% of 2,157 ex-offenders assisted by SCORE secured a job.

To ensure ex-offenders stay committed to their jobs after release, the Job Retention Support Unit focuses on helping them address challenges faced at work. A Job Coach is assigned to each successful candidate during the first 6 months of work. SCORE will continue to work hand-in-hand with employers and partners to secure stable and long-term employment for ex-offenders. About 85% and 67% of the 2014 release cohort of ex-offenders assisted stayed on their job for more than 3 months and 6 months respectively.





Strengthening Relationship with Partners

Partnering the Restaurant Association of Singapore

In January 2015, SCORE successfully engaged the Restaurant Association of Singapore (RAS) through the help of the Singapore Chinese Chamber of Commerce and Industry. The partnership with RAS has allowed SCORE to tap on its pool of member companies to help ex-offenders obtain employment in the F&B sector.

This partnership was further strengthened with the signing of a Memorandum of Understanding (MOU) with RAS, where SCORE is committed to place at least 100 suitable ex-offenders with member companies of RAS each year. In return, RAS will recommend member companies with good Human Resource practices and a willingness to invest in skills upgrading to SCORE as potential employers.

By December 2015, 99 member companies of RAS came on board the partnership with SCORE and hired a total of 104 ex-offenders.



Recognising Partners' Contributions

SCORE Appreciation Awards 2015

Even as SCORE develops new partnerships, it does not forget to show appreciation to its long-term partners who have supported its cause over the years.

Held in conjunction with Home Team SG50 (HT SG50), the annual SCORE Appreciation Awards was a particularly memorable one, with the theme "Building Aspirations Through Work". Approximately 300 guests attended the event at the Grassroots' Club in Ang Mo Kio.

The ceremony was graced by Guest-of-Honour, Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs and Ministry of Transport, who personally presented the HT SG50 Commemorative Medallions to SCORE's Pioneers to honour their years of dedication and contribution to SCORE.

69 employers and partners also received awards for their role in providing an inclusive and supportive work environment.





FUTURE PLANS

Preparing Ex-Offenders to be Future Job Ready

Skills Upgrading

There is a need to respond to the constant changes, new knowledge and technological advances in the employment market. SCORE's job assistance process will be reviewed to meet the up-skilling needs of ex-offenders.

A detailed implementation plan, which is aligned to the SkillsFuture initiative, was drawn up in May 2015 to outline how the current job assistance process will be reviewed to prepare ex-offenders for the future jobs available in the market. It is critical that the ex-offenders are prepared with the right skills










































required to seamlessly transit into employment in the community. Such detailed preparation will help them advance further in their jobs and improve their long-term employment needs.



Developing A Credible Ex-Offender Workforce



















































No. of Employers Registered



2015	         	4,745
2014	         	4,433
2013	       	3,876
2012	      	3,457
2011	     	2,872

No. of Inmates Assisted with Employment Before Release

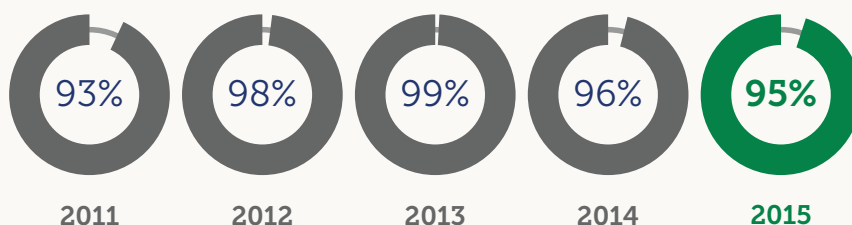


2015	         	2,157
2014	         	1,938
2013	         	2,123
2012	         	1,740
2011	         	1,707

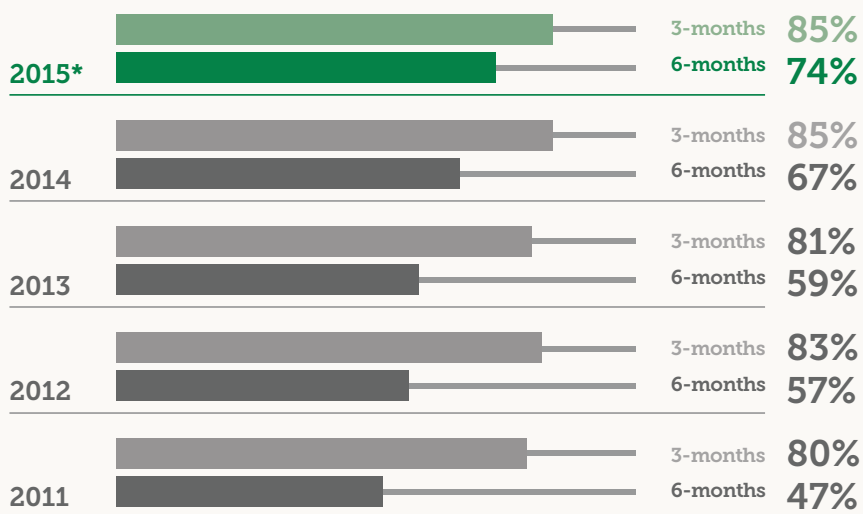


Developing A Credible Ex-Offender Workforce

Percentage of Inmates
Securing Jobs Before Release



Job Retention Rate
(3 months and 6 months)



* As at 31 December 2015

Together We
Build An Effective
Aftercare
Community



Helping Ex-Offenders as One Community

Mr Zulkhairee Bin Udik, a recipient of the Merit Achievement (Bronze) Award, has kept a clean record for six years since his release in 2009.

After his release, Zulkhairee dedicated his time to his job as a cleaner and his role as a husband and father. His sincere efforts touched his family, who forgave and accepted him. With his family's support, Zulkhairee was able to focus on doing his best at his job.

His determination paid off when his employer promoted him to undertake a supervisory role after three years. This encouragement and trust from his employer helped him to stay crime and drug-free.

Today, Zulkhairee and his wife are owners of a food stall in a school canteen.

Zulkhairee has not forgotten the help provided by the community, including the Industrial and Services Co-operative Society (ISCOS), which enabled him to get back on his feet.

He has chosen to pay this forward and is currently volunteering with the Singapore Anti-Narcotics Association (SANA).



Together We Build An Effective Aftercare Community

SCORE fosters an aftercare community driven by a shared vision and collective responsibility of helping ex-offenders and their families. SCORE's key strategy involves leveraging its role as the CARE Network Secretariat to enhance collaboration and synergy among member agencies, as well as to improve the standards and capacity of the aftercare sector.

Yellow Ribbon Project

Public Perception Survey on Yellow Ribbon Project

The Yellow Ribbon Project (YRP) has generated great interest and participation since its inception. To better understand its impact on society's attitudes towards ex-offenders, a public perception survey was conducted in 2015.

Overall, the results reflected strong community awareness of the YRP cause, with 95% of survey participants providing favourable responses. Participants also displayed a higher level of willingness to accept ex-offenders into the various domains of life which include "Family", "Work", "Relationship", "Community" and "School".

Yellow Ribbon Prison Run 2015

The 7th Yellow Ribbon Prison Run kicked off on 13 September 2015. Recognised for its central message of second chances for ex-offenders, the run garnered participation from more than 7,000 runners and mobilised more than 100 volunteers and 26 corporations. More than \$85,000 was raised for the Yellow Ribbon Fund through the Corporate Challenge event.

Participants were treated to a unique race experience that was part of the SG50 celebrations and featured

mascots dressed as various fairy tale characters to educate participants about the impact of incarceration.





Together We Build An Effective Aftercare Community



Yellow Ribbon Community Truck at Home Team Festival

The message of second chances is now delivered on wheels to the community. As part of its drive to promote second chances, the Yellow Ribbon Community Truck was launched in October 2015 to boost its public outreach and education efforts.

The truck provided an engaging experience for visitors to understand the struggles faced by ex-offenders and their families in the journey of rehabilitation and reintegration. A rotating team of 50 volunteers drove the truck to various schools, heartlands, industrial parks and business districts.

The Home Team Festival at Singapore Expo marked the truck's final stop. Held from 13 to 15 November 2015, the biennial exhibition featured the latest gadgets and technological innovations from the various Home Team Departments, as well as interactive booths demonstrating the exciting day-to-day challenges faced by Home Team officers.

SCORE had a strong presence at the Festival. Its booth selling bakery products handmade by inmates was a draw among those attended.





Yellow Ribbon Community Art Exhibition

The Yellow Ribbon Community Art Exhibition 2015 presented a platform for inmates to use art to communicate their hopes and aspirations to the community. It was also a valuable opportunity for inmates from the Visual Arts Hub

to showcase their artistic talents and rehabilitation journey.

Co-organised by the Singapore Art Museum, the exhibition featured 60 original artworks by inmates and was themed "A New Horizon". It

symbolised an inmate's determination to put his past behind and strive towards the future. The three-week exhibition drew close to 7,700 visitors. A total of \$51,040 was raised from the sales of the exhibited artworks.



Yellow Ribbon Fund

Yellow Ribbon Fund Charity Gala 2015

The Yellow Ribbon Fund (YRF) Charity Gala was held on 29 May 2015. Nearly 700 guests, including donors, partners and media, attended the dinner event. The President of Singapore, Dr Tony Tan Keng Yam, attended the event as the Guest-of-Honour.

Guests were entertained by performances from the inmates of the Performing Arts Centre, Mr Soh Wai Wah, Commissioner of Prisons, Ms Yati and Ms Jaclyn from Baker & McKenzie, and Mr Richard Eu, CEO of Eu Yan Sang.

A total of \$920,072 was raised for YRF through the sale of the evening's tables, auction items and cash donations. The funds will go towards supporting the beneficiaries of in-care and aftercare programmes.

Review of Yellow Ribbon Fund

In 2015, a review of YRF was conducted to ensure its alignment with the key priorities of the Ministry of Home Affairs (MHA).

This review helped the YRF address specific areas of needs, as well as develop an 'Impact Map', which will be used to assess funded programmes and services for their overall effectiveness in reducing recidivism.





Building Human Capital for CARE Network

CARE Network Workplan Seminar

The CARE Network Workplan Seminar was held on 29 April 2015 for more than 210 representatives of the CARE Network, partners, volunteers and aftercare workers. Its theme "Forging Ahead, Advancing Reintegration", reinforced the importance of moving forward through collaboration and collective action. Participants at the seminar discussed and shared their insights on key workplan highlights for the year.





CARE Network Revamp

In November 2015, the CARE Network was reorganised to comprise a Steering Committee and a Working Group. YRF also came on board as the ninth member of the CARE Network, thereby allowing for a tighter coordination of funding, resources and programmes run by various member agencies.

Three long-term desired outcomes were also identified to guide the actions of the CARE Network and its member agencies.

- a. Collective responsibility in reducing recidivism;
- b. Prevention of inter-generational offending; and
- c. A network of professional aftercare workers.

Throughcare Learn and Bond

The inaugural Throughcare Learn and Bond (LAB), a collaboration effort between SCORE and the National Council of Social Service (NCSS), was held on 30 November 2015. It saw the merger of the CARE Network Learning Journey and NCSS's Throughcare Forum to promote greater synergy among aftercare partners.

Its theme "Empowering the Children of Incarcerated to Build a Better Future" articulated CARE Network's desired outcomes. A total of 80 participants from 30 agencies attended the half-day session.

Enhancing Professionalism and Skills Upgrading

As the CARE Network Secretariat, SCORE initiated a series of relevant training courses for leaders and staff of Voluntary Welfare Organisations (VWOs). The courses were provided by established training institutes such as the Social Service Institute.

The training initiative was warmly received by VWOs. By end 2015, 21 VWO leaders and 33 VWO staff had attended training sessions such as the inaugural Asia-Pacific Forum Against Drugs (APFAD) and the Asia Pacific Behavioural and Addiction Medicine Conference (APBAM).

These training initiatives will continue to involve more VWO leaders and staff in 2016 as we aim to level up the professionalism of the aftercare sector.

CARE Network Attachment Programme

The CARE Network Attachment Programme is a six-day exchange programme aimed to help member agencies better understand and appreciate one another's role in the aftercare sector. In 2015, the programme was conducted between 9 and 30 July and was attended by 34 participants from 15 agencies. The visits to each member agency included briefings, group discussions and dialogue sessions which allowed participants to engage key staff and clients.

The programme received positive feedback. Participants were able to gain a deeper understanding of the aftercare landscape, as well as the programmes and services provided by the respective CARE Network agencies. Representatives from various agencies also seized the opportunity to establish contact and rapport with one another to pave the way for closer inter-agency collaborations in the future.



Strengthening Aftercare Capacity and Infrastructure

CARE Network Research Collaborations

Recognising the importance of evidence-based practices in the aftercare sector, the CARE Network has commissioned the Singapore After-Care Association (SACA) to conduct six literature reviews and a local research study entitled "Value of Befriending to Inmate and Ex-Offender Clients". The study is slated for completion in January 2016.

Another research collaboration is between the CARE Network and NUS' Chua Thian Poh Community Leadership Programme. Entitled "Developmental Needs of Children of Ex-Offenders", it is due for completion by end March 2016.

Accommodation Support for Ex-Offenders

Building on the recommendations of the inter-ministry Taskforce on Drugs, SCORE has worked with New Hope Community Services (NHCS) and Siglap Division to develop a shelter programme for male ex-offenders at Bedok South's HDB interim rental flats which commenced operations on 1 November 2015.



FUTURE PLANS Selarang Halfway House

In 2016, SCORE will be managing the interim Selarang Halfway House (SHWH) at 1 Cosford Road. SHWH is a step-down aftercare residential facility for Mandatory Aftercare Scheme - liable inmates who are at higher risk of re-offending.

Ex-offenders will stand a better chance at successful reintegration through the structured environment and social support provided at the









SHWH. As the Managing Agent, SCORE will be able to follow through their reintegration needs and aftercare issues of the residents.

From 2016 to 2018, SCORE will collaborate with SPS in working out the detailed design and physical requirements for the purpose-built SHWH at Selarang Park Complex (SPC).

Building An Effective Aftercare Community

No. of Community
Partners Engaged



2015	  	268
2014	 	162
2013	  	235
2012	  	257
2011	 	189





























No. of Programmes Funded
by Yellow Ribbon Fund



14	13	13	15	13
				
2011	2012	2013	2014	2015

No. of Beneficiaries
of Yellow Ribbon Fund

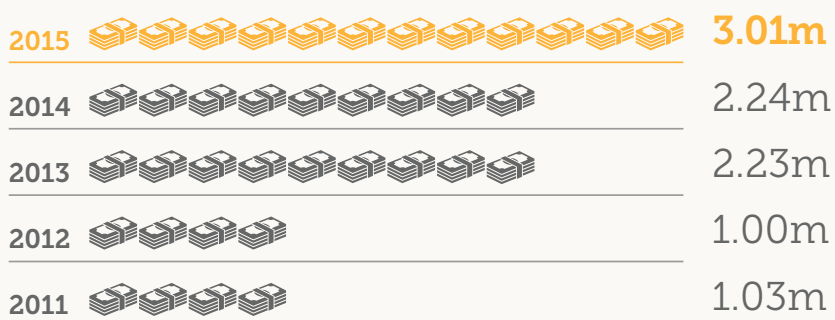


2015	         	5,184
2014	       	4,076
2013	    	2,311
2012	  	1,344
2011	 	1,122

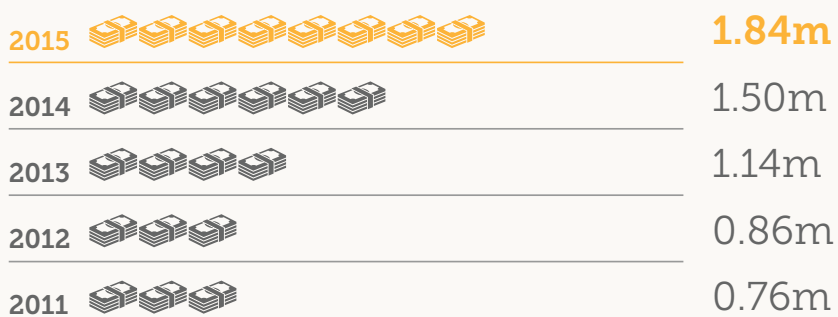


Building An Effective Aftercare Community

Yellow Ribbon Fund Raised (S\$)



Yellow Ribbon Fund Disbursed (S\$)



The background of the slide features a dark blue, almost black, surface with several circular targets. Three darts with blue fletching and silver barrels are visible, having just hit the targets. One dart is in the center of a target on the left, while two others are clustered together on a target on the right. The lighting creates a sense of depth and focus on the darts and the targets.

Together We
Create A Culture
of Sustainable
Performance &
Excellence



Together We Create A Culture Of Sustainable Performance & Excellence

Achieving Organisational Excellence

SCORE takes pride in being an organisation that excels in its work. For this reason, it pegs itself against national business excellence standards. In 2015, two areas of its work were recognised for meeting such benchmarks.

Renewal of SCORE Laundry ISO Certification

SCORE Laundry has once again attained a successful renewal of its ISO 9001:2008 certification for another three years, until 14 September 2018. The renewal acknowledges the excellence of its quality management processes and encourages SCORE to constantly improve its service quality and customer satisfaction.

AVA Food Safety Award

In 2015, SCORE Bakery was awarded a Certificate of Commendation by the Agri-Food and Veterinary Authority of Singapore (AVA) for achieving Grade A under its Factory Grading Scheme in 2013 and 2014. To obtain Grade A, food manufacturing companies are required to uphold high standards in food safety. As an indication of its strong commitment to food safety and hygiene, SCORE Bakery has been consistently achieving this grading since 2009.





Developing Staff Excellence

Staff is at the centre of the ripple of change. The organisation is only as good as the quality of its staff, and SCORE actively promotes training and learning through various platforms.

Training for SCORE Staff

Training continued to be a key focus in SCORE in 2015. Besides sending staff for external courses, training were also conducted on home ground, such as the Staff Work Course, Performance Appraisal Course and Inmate Subculture Seminar. These courses equipped staff with the skills to perform at work.

Overseas Learning

SCORE attended the 12th Biennial Australasian Corrections Education Association (ACEA) International Conference and the International Corrections and Prisons Association (ICPA) 17th Annual Conference, among others last year. It also organised visits to the Society of Rehabilitation and Crime Prevention (SRACP) in Hong Kong and the Australian Community Support Organisation (ACSO). The visit to ACSO was particularly significant as SCORE had the honour of being invited by the organisation to launch the Yellow Ribbon Project in Melbourne.

These conferences and visits allowed SCORE to gain insights into best practices that it can potentially emulate. They also provided SCORE the opportunity to exchange ideas and expertise, and build rapport with the participating international agencies.

Motivational Interview Training

To prepare staff to work in a transformed prison work environment, a training session on motivational interviewing was organised for both SPS and SCORE. The training gave staff the necessary skills to guide inmates towards positive thinking and behavioural changes and motivate them in their rehabilitative journey.



Bonding Through Team Building

2015 was an eventful year where staff bonded through various team building and welfare activities. The highlights of the year included the trip to Desaru for Family Day, Staff Appreciation Night and Sports Day cum Earth Hour.



Sports Day



Staff Appreciation Night



Sports Day



Staff Appreciation Night



Family Day



Family Day

Recognising Staff Excellence

List of SCORE Staff Who Were Presented Awards in 2015

Each year, SCORE recognises the hard work and dedication of its staff through various awards. Here is the list of staff who were presented various prestigious awards in 2015.

Award	Recipient	
National Day Award 2015 - Commendation Medal	Mr Ng Woon Ming Jason	
National Day Award 2015 - Efficiency Medal	Mr Peh Beng Huat	
Minister for Home Affairs' National Day Award (Individual)	Ms Man Peck Leng Connie	
MHA Star Service Award 2015	Mr Lee Wing Fye Andy Ms Siaw Yoke Har Jaz	
HOPE Award	Mr Tan Wee Thuan David Mr Ramli Bin Anan	
Special Commendation Award	Mr Shamshulbahri Bin Ismail Mr Goh Sok Meng Alvin Mr Lee Wing Fye Andy	Ms Tan Mei Yung Lisa Mr Toh Pee Kiong Ms Siti Nur Azura Binte Aziz
Long Service Award	Mr Roger Michael Boon Ms Suraya Binte Sudh Ms Hoon Lang Mr Goh Sok Meng Alvin Mr Yeo Teck Meng Edmund Mr Sim Lai Huat Adrian Ms Atikah Binte Abu Bakar Mr Ravi s/o Subramanian Mr Lee Wing Fye Andy	Ms Juliana Binti Abdul Khalik Ms Chen Mee Yen Yvonne Mr Hiu Gim Boon Alan Mr Chong Kok Loon Marc Mr Ng Woon Ming Jason Mr Koh Shukai Mr Ganesan Sukumaran Mr Huzair Hyder S/O Abdul Rahman Mr Teng Jie Hui Paul
Special Appreciation Award	Mr Ku Kun Sung Mr Song Hock Kee	
Esprit De Corp	Relocation of Success Workshop Organisational Publication Committee	
Retirement Award	Mr Ramli Bin Anan Mr Ng Boon Lam	

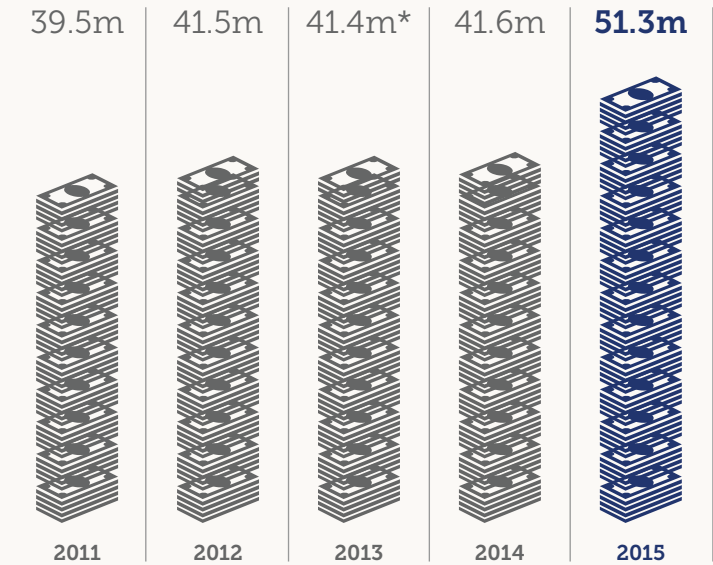


Ensuring Sustainable Funding

Operating Income
(Figures are in terms of millions)



* Joint Venture (JV) financial position disclosed separately



Overall Surplus/Deficit
(Figures are in terms of millions)



Journey With Us

Contact us to find out more about how you can partner us in our journey of building bridges and changing lives.

AREA OF INTEREST	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
Sponsorship of Offenders' Training	Mr Jason Ng	6513 1692	Jason_Ng@score.gov.sg
Employment of Ex-offenders	Ms Nikole Xu	6513 1534	Nikole_Xu@score.gov.sg
Laundry and Linen Leasing Services	Ms Jessamyn Hoh	6546 4397 9781 0083	Jessamyn_Hoh@yri.com.sg
Food Catering & Bakery Services	Ms Waida Binte Jumaat	6908 0118 8448 4471	Waida_Jumaat@score.gov.sg
Business Outsourcing and Industrial Space Leasing	Ms Puah Ping Hui	6513 1685 9689 1941	Puah_Ping_Hui@score.gov.sg
Collaboration with Yellow Ribbon Project	Mr Leslie Jin	6513 1427	Leslie_Jin@score.gov.sg
Collaboration with Yellow Ribbon Fund	Mr Koh Shukai	6214 2867	Koh_Shukai@score.gov.sg







Singapore
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