



BUILDING
BRIDGES

CHANGING LIVES

BUILDING **CHANGING** *BRIDGES* **LIVES**

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“The commitment and dedication demonstrated by the inmates is an inspiration to all of us. The team from SCORE ensures nothing skips a beat, and the result of this wonderful collaboration is service from the heart that is second to none.”

*Mr Ng Gian Heng
Human Resources Manager
Marina Mandarin Hotel, registered employer with SCORE since April 2011*

Our Journey Together

*Vision, Mission, Values
Corporate Profile*

VISION
VISION

We build bridges of hopes 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
MISSION

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

HOPE VALUES
HOPE VALUES

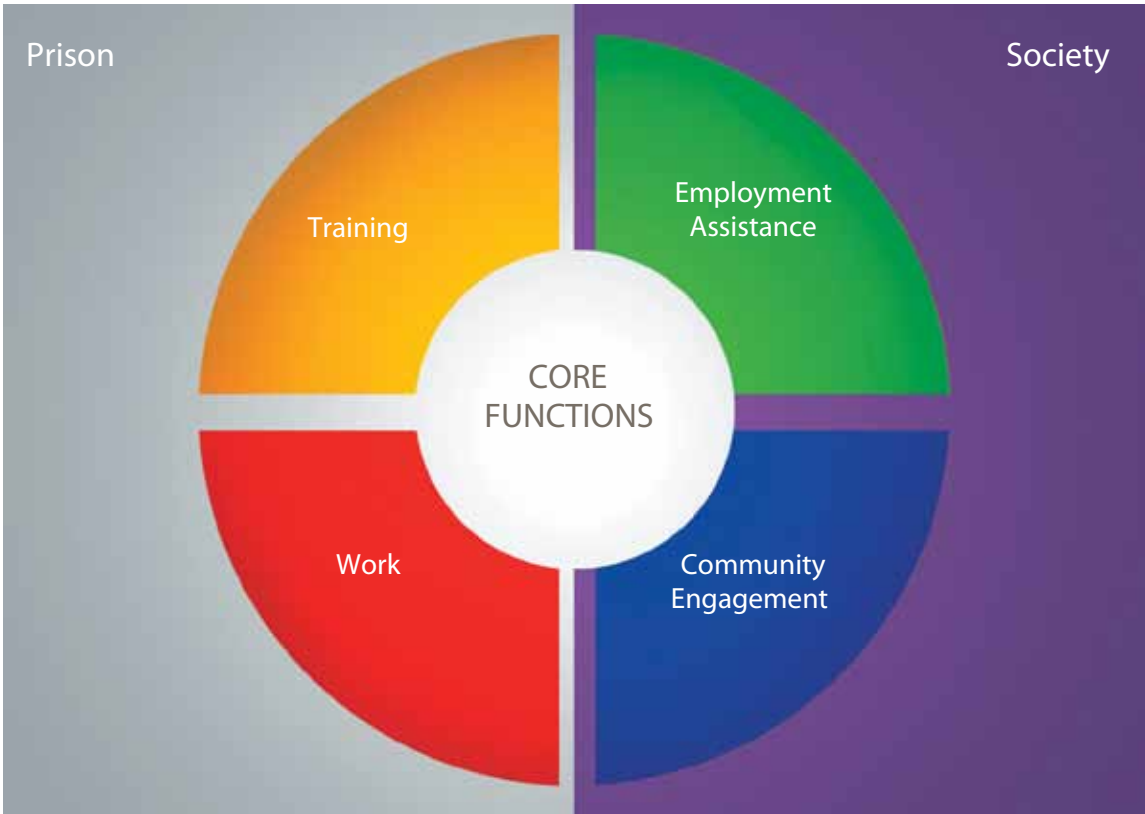
- HONOUR**
We live up to the highest standards of integrity
- ONENESS**
We work as one team
- PEOPLE-ORIENTED**
We serve others to the best of our ability
- ENTERPRISING**
We thrive in scarcity and see opportunities in crisis

CORPORATE PROFILE

Singapore Corporation of Rehabilitative Enterprises (SCORE) was established as a statutory board under the Ministry of Home Affairs on 1 April 1976. SCORE plays an important role in the Singapore correctional system by creating a safe and secure Singapore through the provision of rehabilitation and aftercare services to inmates and ex-offenders.

SCORE seeks to enhance the employability of offenders and prepare them for their eventual reintegration into the national workforce by focusing on four main building blocks of training, work, employment assistance and community engagement.

OUR CORE FUNCTIONS



Our Journey Together

Chairman's Message



MR KONG MUN KWONG
Chairman

“Going forward, a more holistic throughcare approach to rehabilitation will be necessary and the continued support from the community and our partners is vital.”

35 YEARS IN REHABILITATION

SCORE reached a landmark year in 2011 as we celebrate 35 years in the journey of rehabilitating offenders. SCORE was awarded the Public Service Milestone Award which is given to public organisations that have met the qualifying criteria of Singapore Quality Class and two Class-level standards (ISO 9001 Certifications and People Developer Standard). This award came in timely to celebrate our 35th anniversary and is an indication of how far SCORE has progressed.

SCORE has been committed towards helping offenders reintegrate into the community. For 35 years, we have continually responded to the challenge of rehabilitating offenders by expanding and upgrading our programmes and services. This expansion would not have been possible without the strong commitment from our Ministry, the community and our key partners such as the Singapore Prison Service, Singapore Workforce Development Agency (WDA) and our employers, business customers and sponsors.

NEXT 10 YEARS

SCORE completed the Strategic Planning Committee (SPC) Report in 2010. This report shall guide the strategic directions for the organisation in the next 10 years. In it, the SCORE’s Board emphasised how SCORE can engage the community and cooperate together in the rehabilitation and reintegration of offenders. The recommendations in the report were accepted by the Ministry of Home Affairs. SCORE’s effort at rehabilitation is another testimony to our Government’s effort towards inclusiveness and assistance to all levels of the population. Going forward, a more holistic throughcare approach to rehabilitation will be necessary and the continued support from the community and our partners is vital.

READY FOR WORK

For rehabilitation to be successful, it is a prerequisite that offenders are equipped with market relevant skills so that they can be prepared for employment upon release. SCORE has therefore aligned our training with WDA’s Workforce Skills Qualification framework. In 2011, we provided 14,754 training places to a total of 5,094 offenders. This was a significant increase of 19.5% compared to the previous year.

SCORE also strives to provide offenders with as realistic a work environment inside the Prisons as it would be outside the Prisons. SCORE currently manages work programmes across 11 Prison institutions. This enhances the employability of inmates as it serves as the platform for offenders to gain work experience and at the same time, learn the right work ethics and values in life.

In 2011, SCORE employed a daily average of 3,475 inmates in our workshops which span across many types of industries such as manufacturing, digital media design, linen and laundry services, food production, logistical and warehousing operations.

WORK IS READY

To secure employment for offenders, SCORE takes an active approach to engage employers and assist offenders with job placement. In 2011, SCORE adopted a new employer outreach framework in order to reach out to more employers with our limited manpower resources. Working through trade associations such as Singapore International Chamber of Commerce, Association of Singapore Attractions, Singapore Manufacturers’ Federation (SMa) and Singapore Logistics Association, we are now able to reach out to even more employers in different sectors of the economy than ever before. The result from the engagements has been encouraging. There are now 2,872 registered employers offering assistance to offenders as at December 2011. This is a 16.8% increase when compared to 2010.

SECURE & SUSTAIN

In 2011, SCORE assisted 2,732 offenders in securing employment upon leaving Prison. However this is only the start of reintegration and we recognise that it is not sufficient to merely secure jobs for offenders. It is equally important to ensure that they stay employed. SCORE’s Case Managers work closely with both employers and ex-offenders to resolve any work-related problems. With this close collaboration, the 3 and 6 months job retention rate achieved were commendable at 78% and 54% respectively.

STRENGTHENING PARTNERSHIPS WITH COMMUNITY

Providing second chances should be more than just an intention or a slogan. It needs to be integrated into the mindset of the community and translated into actions. In 2011, with Singapore Prison Service, we implemented the Yellow Ribbon Project (YRP) with the theme “Little Gestures, Big Difference”. Through the YRP campaign, we recruited 562 volunteers and engaged about 189 community partners to join us in this reintegration journey.

Since 2004, the CARE Network’s Yellow Ribbon Fund (YRF) has been granted the Institute of Public Character (IPC) and was registered as a charity fund under SCORE. Mr Philip Tan and his team of dedicated volunteers have led YRF since 2006 with great enthusiasm. The fund has managed to annually raise close to \$1m. In 2011, a total of \$1,033,739 was raised, of which \$760,093 was disbursed to 14 different rehabilitation related programmes.

FINANCIAL PERFORMANCE

SCORE has continued to rely primarily on the funding from our industrial operations and sponsorships, as well as government funded public programmes to support rehabilitation activities and the training of inmates with no direct government grants or subvention. For the financial year 2011, our total revenue was \$39.53m. The year also

saw substantial cost increases in manpower overheads, materials costs and investment in capital expenditures to upgrade production facilities in SCORE in respond to the changing demands of our customers. However, in spite of these increasing costs, SCORE has continued to invest more in rehabilitation programmes and services so as to bring increased benefit to more inmates and their families.

“By drawing added strength from our community, SCORE believes that together we can accomplish even more for the journey ahead.”

LOOKING FORWARD

2012 promises to be another landmark year for SCORE as we move towards more engagement and collaboration with the community. In realising the vision of having a throughcare approach to rehabilitation, SCORE would be following the guidelines of the Ministry and the SPC Report closely in expanding its rehabilitative services in training and transitional employment beyond the Prisons. We would also be working closely with Prisons Department and our community aftercare partners to set up more aftercare support structures for offenders and their families. By drawing added strength from our community, SCORE believes that together we can accomplish even more for the journey ahead.

Finally, I would like to take this opportunity to express SCORE’s gratitude to the Ministry of Home Affairs, Singapore Prison Service, members of the SCORE Board and its various committees, CARE Network members, voluntary welfare organisations, employers, industry and community partners, all SCORE staff and Yellow Ribbon Project supporters for their valuable contribution and encouragement. The journey in rehabilitation has been richer and more complete with your help and support.

Our Journey Together

Board of Directors



MR KONG MUN KWONG
BBM(L), BBM, PBM, JP
Chairman
(Appointed in 1996 and
Board Member since 1991)

Mr Kong Mun Kwong is the Chairman of Seacare Holdings Pte Ltd. He is the Deputy Chairman of Cathay Organisation Pte Ltd, Foodfare Catering Pte Ltd and the director of other public and private companies. Mr Kong also holds advisory and trustee positions on several public and private organisations.

Mr Kong is a Justice of Peace, appointed by the President of the Republic of Singapore since 2000. In addition, Mr Kong had received many awards, including Singapore's Public Service Medal, the Public Service Star; the Public Service Star (Bar); the Distinguished Service Award in 2005 (Ministry of Home Affairs); the Friend

of Labour Award by NTUC and the Friend of the Co-operatives Award by SNCF. The NCADA Star Award in 2006 and the Education Service Awards of 2000, 2002 & 2005 were given in recognition of his various contributions to the community and grassroots organisations. In 2011, Mr Kong was conferred the National Volunteer of the Year Award and the Distinguished Alumni Service Award (from the National University of Singapore).

Mr Kong graduated from the University of Singapore in 1971, an Adjunct Assoc Professor (1988 - 1993) and fellow members of two professional institutes in Singapore.



MR TAI WEI SHYONG
Deputy Chairman
(Appointed in 2010)

Mr Tai Wei Shyong is currently the Deputy Secretary (Security) of the Ministry of Home Affairs.

In addition, Mr Tai is a Board Member of the Defence Science and Technology Agency and the Odyssey Dance Theatre.

Mr Tai started his career as a solicitor in London in 1997. He has since then held positions in the Supreme Court, Attorney-General's Chambers and the Ministry of Manpower, before joining the Ministry of Home Affairs as Senior Director (Policy and Operations) in 2007. He assumed his current appointment in May 2010.

Mr Tai graduated with a Bachelor of Jurisprudence and Bachelor of Civil Law in the University of Oxford. He also holds a M.Phil. in Criminology.



MR ABDUL HALIM BIN SELAMAT
Member
(Appointed in 2009)

Mr A. Halim Bin Selamat is a Director at UPS Asia Group Pte Ltd, an US multinational corporation. He oversees growth, planning and development of United Parcel Service in Asia. With effect from September 2011, Mr Halim's portfolio includes being appointed as Head of Treasury and Risk Management for UPS Asia Pacific Region.

Mr Halim is actively involved in community work at Tampines West Constituency as a grassroots leader. He is the Vice-Chairman of the Tampines West Community Club's Welfare Sub-Committee and serves as on the Tampines GRC Town Council

and serves as the Chairman of the Audit Sub-Committee of the Tampines Town Council. Mr Halim is also the Vice-Chairman of Persatuan Jawa Al-Masakin Singapore (a local community self-help organisation). He serves as a Committee Member of Malay Language Learning and Promotion Secretariat within the Ministry Of Education.

Mr Halim graduated with a Bachelor of Accountancy from the National University of Singapore and a Masters in Business Administration from the Nanyang Business School, Nanyang Technological University.



MR CHAY WAI CHUEN
Member
(Appointed in 2009)

Mr Chay Wai Chuen is currently the non-resident High Commissioner to Sri Lanka and Independent Director at Frasers Commercial Trust.

Mr Chay was CFO and Director of Supply Chain for NTUC Fairprice, and CEO for its logistics company GLS Pte Ltd for many years. He was also an elected Member of Parliament for 18 years and member for the Public Accounts Committee of Parliament for more than 15 years.

He graduated with a Bachelor in Social Science (Honours) in Economics and

Statistics from the University of Singapore in 1973. He was a Commonwealth Scholar at the University of Sussex where he graduated with a Master of Arts (Development Economics) (1975), and a Masters in Social Science (International Economics) from the then-University of Singapore (1978). He had also attended the Advanced Management Program at Harvard Business School (2005).



MR CHNG HWEE HONG
Member
(Appointed in 2009)

Mr Chng Hwee Hong is the chairperson of SCORE's Training Committee. He just retired as Executive Director of Haw Par Corporation Limited. He was a member of the Singapore Sichuan Trade and Investment Committee and a Board Member of Singapore Television Twelve Pte Ltd.

Mr Chng holds a Bachelor of Science Degree (1st Class Honours) in Applied Chemistry from University of Singapore and he also obtained a Graduate Diploma in Business Administration from the

same institution. Besides, he holds a Graduate Diploma in Business Studies from University of Chicago and Singapore National Productivity Board.



DR CHUA YONG HAI
JP, BBM, PBM
Member
(Appointed in 2003)

Dr Chua Yong Hai is the Chairman of Asia-Pacific Investment Company Ltd, Frasers Centrepont Asset Management (Commercial) Ltd and Cambridge Industrial Trust Management Ltd. Dr Chua also sits in the board of various organisations and is Singapore's non-resident High Commissioner to Maldives since January 2006.

Dr Chua was a Singapore Government scholarship and an Australian Commonwealth Government fellowship holder, and holds a Bachelor of Science (1st Class Honours) in Applied

Chemistry and a Graduate Diploma in Business Administration from the University of Singapore and a PhD in Chemical Engineering from the University of New South Wales.



MRS GOH MUI HONG
Member
(Appointed in 2003)

Mrs Goh Mui Hong is the Chairperson of SCORE's Investment and Finance Committee and a member of the Tender Approving Committee.

Mrs Goh is currently the President and Chief Executive Officer of ST Asset Management Ltd and concurrently the Director of ST Trustees Ltd and AF-ST Trustees Pte Ltd. She also serves as a board member for the Singapore Workforce Development Agency.

Mrs Goh holds a Bachelor of Accountancy (2nd Class Honours) from University

of Singapore, Masters in Business Administration from National University of Singapore and Masters in Science (Business) from Nanyang Technological University of Singapore. She has completed Harvard's Advanced Management Program and is also a member of CFA Institute.



MR GEORGE HUANG CHANG YI
Member
(Appointed in 2006)

Mr George Huang is the Managing Director of Amoy Canning Corporation (S) Ltd. Among others, he is also the Chairman of Singapore Business Advisors & Consultants Council Ltd and SMA Federation Enterprises Pte Ltd.

Mr Huang is actively involved in several committees and holds key appointments which include Honorary Consul-General of the Federal Democratic Republic of Ethiopia; President, SMA; Chairman, Business Practices Committee, Consumer Association of Singapore; Council Member, Singapore Business

Federation; and Committee Member, Enterprise Development Advisory Council, Standards, Productivity and Innovation for Growth (Singapore).

Mr Huang holds a Bachelor of Arts from the University of Canterbury, New Zealand.



DR KEE KIRK CHIN
Member
(Appointed in 2010)

Dr Kee Kirk Chin is the Chairman and CEO of publicly-listed Apex Healthcare Berhad, a regional pharmaceutical manufacturer and distribution group with operations in Singapore, Malaysia, China and Indonesia. His work experience includes hospital support services, chain retail pharmacy, medical equipment and private hospital management. Dr Kee graduated as a medical doctor in 1987 from the University of Cambridge. He also holds a Master of Arts and a Master of Business Administration.

A keen supporter of the arts, Dr Kee was appointed Chairman of the Management Board of the Singapore National Youth Orchestra, a National Project of Excellence under the auspices of the Ministry of Education.



MR ALVIN LIM CHOON TEE
Member
(Appointed in 2009)

Mr Alvin Lim Choon Tee is the Chief Executive Officer of Bizlink Centre Singapore Ltd. He is also an active District Councillor of the North East CDC and also a Board Member for SATA CommHealth.

Mr Lim is a well-experienced entrepreneur who has successfully started several business ventures. He is also a well-regarded social entrepreneur in the employment cause for various disadvantaged community groups.

Mr Lim graduated as the overall top student with a Bachelor in Business Administration (with Distinction) from

Royal Melbourne Institute of Technology (RMIT) in conjunction with Singapore Institute of Management (SIM).



MR ROY QUEK HONG SHENG
PPA(P)
Member
(Appointed in 2006)

Mr Roy Quek is Deputy Secretary in the Ministry of Health. Prior to his current appointment, Mr Quek was with the Ministry of Defence, Ministry of Education, Ministry of Community Development, Youth & Sports and Prime Minister's Office.

Mr Quek is currently a member of the Boards of St Joseph's Institution International School, St Joseph's Institution (Independent) School, Alexandra Health Pte Ltd, Jurong Health Services and National University Health System. Mr Quek had previously served on the Boards

of Ngee Ann Polytechnic and the Nanyang Academy of Fine Arts, as well as the National Youth Council.

Mr Quek holds a Bachelor of Science in Economics, Comparative Economics from the London School of Economics and Political Science. He also holds a Masters in Public Administration from the Peking University.



MR SIEW HENG KWOK
Member
(Appointed in 2003)

Mr Siew Heng Kwok currently chairs SCORE's Establishment Committee. He also actively volunteers his services at various voluntary welfare and social service organisations.

Prior to his current position as an independent management and training consultant, Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank before leaving in mid-2001.

Mr Siew holds a Bachelor Degree in Engineering (Mechanical) from the

University of Singapore, a Masters in Business Administration from St Mary's University (Canada) and a Graduate Diploma in Social Work from the National University of Singapore.



MR SOH WAI WAH
PPA(E), PPA(P), PBS
Member
(Appointed in 2010)

Mr Soh Wai Wah is the Director of the Singapore Prison Service.

Mr Soh began his service in the Singapore Police Force in 1982, and was Chief-of-Staff there before he became Director of Prisons on 1 Jan 2010. He was awarded the Public Administration (Silver) medal in 2000 and the Public Administration (Gold) medal in 2009.

Mr Soh graduated with a Bachelor of Arts degree in Economics from the University of Cambridge, UK in 1985 on a Singapore Police Force Overseas Scholarship. He

obtained a Master of Science (Criminal Justice) from Michigan State University in USA in 1995.



MR TAN GEK SUAN
PBM
Member
(Appointed in 1997)

Mr Tan Gek Suan chairs SCORE's Industry and Development Committee and is the Managing Director and CEO of Tempcool Group of Companies, a member of the Ingersoll-Rand Group of Companies. He also chairs the School Advisory Committee of Sembawang Secondary School.

Mr Tan is a Life Member of the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE), the International Institute of Refrigeration (IIR) and is a member of the International Institute of Ammonia Refrigeration (IIR).

Currently, he is the President of the Board of Governors of ASHRAE Singapore Chapter, a member of Region XIII.

Mr Tan holds a Diploma in Mechanical Engineering from Singapore Polytechnic. Mr Tan is a recipient of the President's National Day Award (PBM) in 2008.



MS TAN POH HONG
PPA(P), PBM, PBS
Member
(Appointed in 2006)

Ms Tan Poh Hong is the CEO of the Agri-Food and Veterinary Authority (AVA).

Prior to her current appointment, she was the Deputy CEO (Estates & Corporate) of the Housing & Development Board (HDB). Ms Tan was also formerly a Board Member of the Central Provident Fund Board, Cleantech Services Pte Ltd and EM Services Pte Ltd.

Ms Tan holds a Bachelor of Science (Honours) Degree in Estates Management from the National University of Singapore, and a Masters in Business

Administration (Distinction) from New York University. She is a recipient of the International Management Action Award, the Public Service Medal and the Public Administration Medal.

Ms Tan currently chairs SCORE's Audit and Risk Management Committee.

Our Journey Together

Committees

TRAINING COMMITTEE

CHAIRPERSON:	MR CHNG HWEE HONG	
VICE CHAIRPERSON:	MR LAKSHMANAN S/O SEENIVASAKAN Director Business Development, Capital Development Pte Ltd	
MEMBERS:	MR ABDUL KARIM S/O SHAHUL HAMEED Deputy Director Rehabilitation & Reintegration, Singapore Prison Service	MR JAMES NG Divisional Director Industry-based Training ITE
	MRS JEANETTE BARTH-CHAN Managing Director Corplan Pte Ltd	MR LEOW TZE WEN Managing Director Citystate Management Group Holdings
	MR GARY GOH CHOON SIAH Deputy CEO Employment and Employability Institute	MR LIM PAN HONG Assistant Engineer Hitachi Cable (S) Pte Ltd
	MR GWEE SENG KWONG Secretary-General Singapore Manufacturers' Federation (SMa)	MR TAN SUAN KUAN O & O Project Innovations Pte Ltd
	MR HO AH CHUAN Principal Consultant Gritti Consulting	MR TEO TZE FANG CEO SCORE
	DR KEE KIRK CHIN Group Managing Director Apex Healthcare Berhad	MR PATRICK LAU COO SCORE
SECRETARY:	MR RAVI S/O SUBRAMANIAN Deputy Director Reintegration, SCORE	

ESTABLISHMENT COMMITTEE

CHAIRPERSON:	MR SIEW HENG KWOK	
MEMBERS:	MR CHUA EU LIAM	MR ROHAIZAN MUSTAFFA HR Director (ASEAN) DuPont Company (Singapore) Pte Ltd
	MR KOH SIONG LING Senior Director Human Resource, Ministry of Home Affairs	MR SIMON SIM Family Life Coach
	MRS PEGGY QUAH Manager Office of Human Resources, National University of Singapore NUS	MR TEO TZE FANG CEO SCORE
SECRETARY:	MS CHERYL LEE Senior Assistant Director Human Resource, SCORE	MR PATRICK LAU COO SCORE
	INVESTMENT & FINANCE COMMITTEE	
	CHAIRPERSON:	MRS GOH MUI HONG President & CEO ST Asset Management Ltd
MEMBERS:	MS FLORENCE TAN NGUYEN Senior Tax Consultant Kinetica Pte Ltd	MR TAN JEE SAY
	MR FREDDIE YEO ENG HOCK CEO & Director ISCO Group	MR TEO TZE FANG CEO SCORE
	MR OH WEE KHOON Founder and Managing Director Sobono Energy Pte Ltd	MR PATRICK LAU COO SCORE
SECRETARY:	MS ESTHER CHONG Deputy Director Corporate Services, SCORE (In service till July 2011)	

INDUSTRY & DEVELOPMENT COMMITTEE

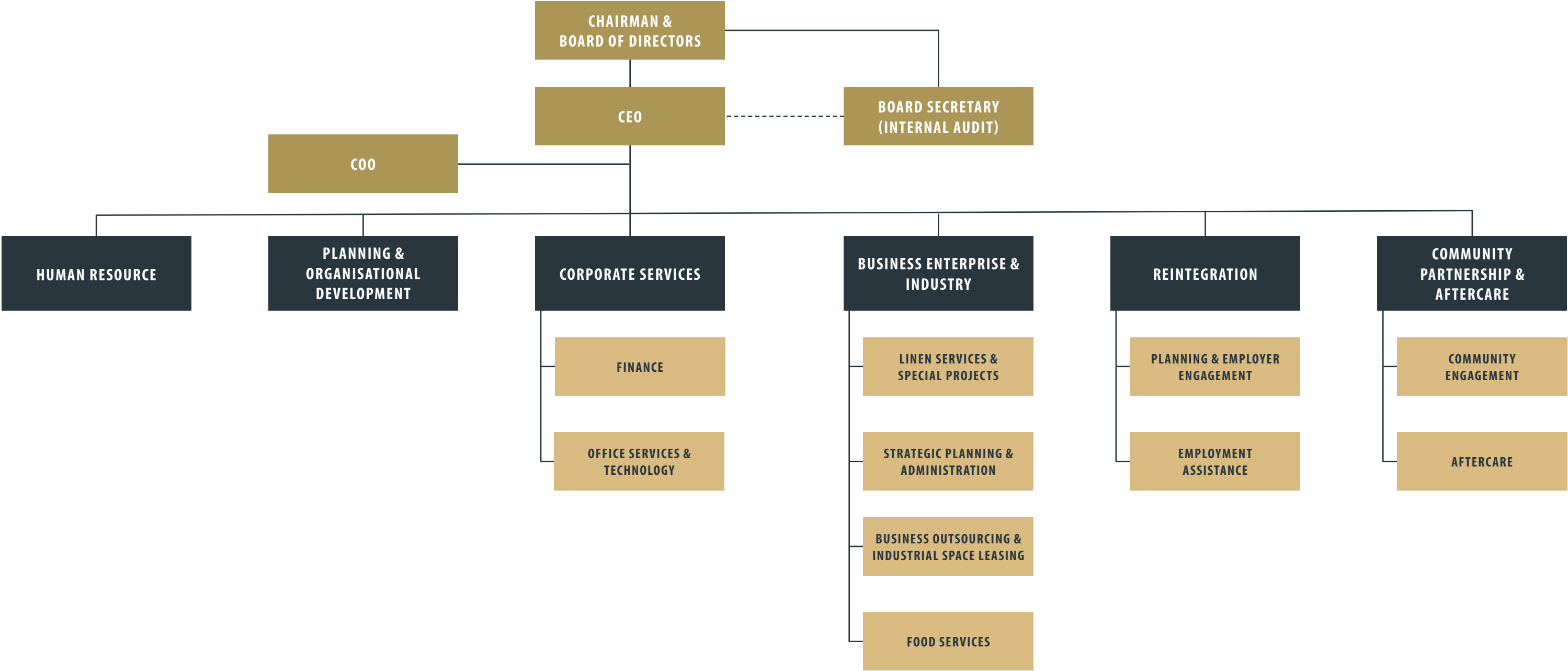
CHAIRPERSON:	MR TAN GEK SUAN Managing Director Husmann Tempcool (S) Pte Ltd
MEMBERS:	MR ABDUL KARIM S/O SHAHUL HAMEED Deputy Director Rehabilitation & Reintegration, Singapore Prison Service
	MR CHAN TIEN LOK DANIEL Chairman IPS Group of Companies
	MR RICHARD CHIA Consultant
	MR HUANG KOK KEE MICHAEL Marketing Consultant
	DR BENJI NG COO World Toilet Organisation
	MR TAN CHOR KHOON VINCENT Managing Director Select Group Pte Ltd
SECRETARY:	MRS SHIRLEY LOH Director Business Enterprise & Industry, SCORE

AUDIT AND RISK MANAGEMENT COMMITTEE

CHAIRPERSON:	MS TAN POH HONG CEO Agri-food & Veterinary Authority of Singapore (AVA)
MEMBERS:	MR CHAY WAI CHUEN Non-Resident High Commissioner to Sri Lanka
	MR HOR SIEW FU Chief Financial Officer Cosmosteel Holdings Limited
	DR KEE KIRK CHIN Group Managing Director Apex Healthcare Berhad
	MR ROY QUEK Deputy Secretary Ministry of Health, Advisor (National Population Secretariat) College of Medicine Building
	MR TAN SENG CHUAN Director Agape Employment Services Pte Ltd
SECRETARY:	MR STEPHEN GOH Secretary SCORE

Our Journey Together

Organisational Chart



Our Journey Together

Management Team



TEO TZE FANG
Chief Executive Officer



LAU WEI PENG PATRICK
Chief Operating Officer



GOH SIOK SENG STEPHEN
Secretary



LIM HUI KOON
Assistant Director
(Community Partnership and
Aftercare Division)



CHONG HAR LIN ESTHER
Deputy Director
(Corporate Services Division -
In service till July 2011)



RAVI S/O SUBRAMANIAN
Deputy Director
(Reintegration Division)

EXCO

MEMBERS



LOH CHEW ENG SHIRLEY
Director
(Business Enterprise and
Industry Division)



YAM CHUI MEI ROSANNA
Deputy Director
(Business Enterprise and
Industry Division)



TAN MENG CHOO LEONIE
Deputy Director
(Community Partnership and
Aftercare Division)



JULIANA BINTE ABDUL KHALIK
Senior Assistant Director
(Reintegration Division)



LEE CHUEN MEING CHERYL
Senior Assistant Director
(Human Resource Section)



KER YIN HORNG
Assistant Director
(Planning and Organisational
Development Section)

UNIT HEADS



MOK KUM FATT GARY
Assistant Director
(Business Enterprise and
Industry Division - Business
Outsourcing and Industrial
Space Leasing)



R VIJAYAN
Assistant Director
(Business Enterprise and
Industry Division -
Linen Services)



FOO SECK GUAN KENNETH
Assistant Director
(Community Partnership and
Aftercare Division - Community
Engagement)



CHER CHOON HING
Senior Assistant Director
(Business Enterprise and
Industry Division - Linen
Services & Special Projects)



CHUA CHEOK HWEE PAULIN
Assistant Director
(Business Enterprise and Industry
Division - Food Services)



LEE NGHEE CHEW KENNY
Senior Assistant Director
(Business Enterprise and
Industry Division - Business
Development, Strategic
Planning and Administration)



SAW TIN SOO TINA
Senior Assistant Director
(Corporate Services Division
- Finance)



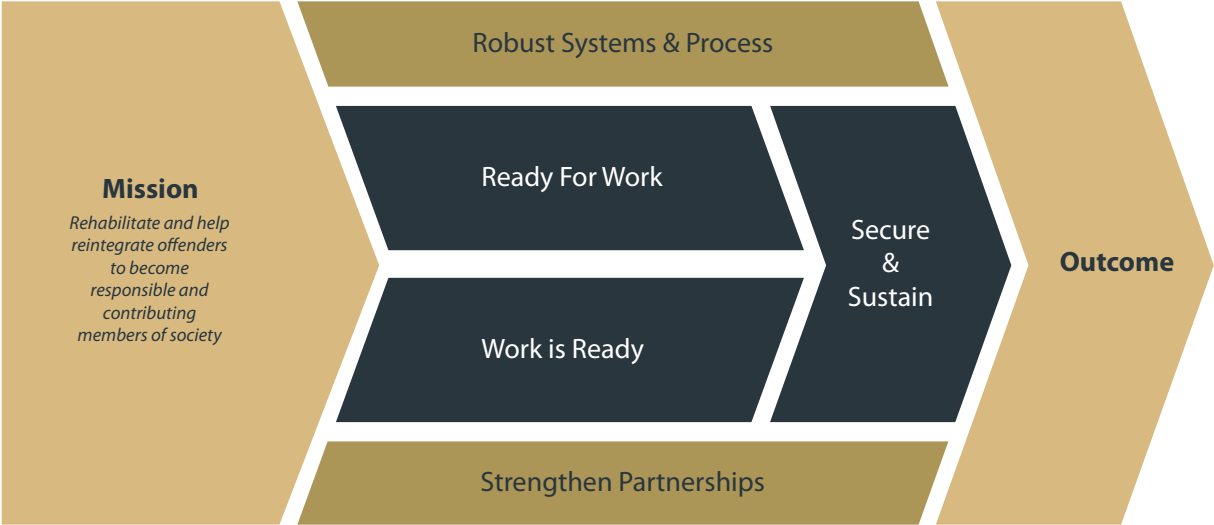
GOH BEE SHAN
Assistant Director
(Reintegration Division -
Planning & Employment
Engagement)



NG WOON MING JASON
Assistant Director
(Reintegration Division -
Employment Assistance)

Our Journey Together

SCORE'S STRATEGY FRAMEWORK



**WE
BELIEVE**

**WE
BELIEVE**

that offenders, when given the right support and opportunities, can be successfully reintegrated to society and become contributing members of their families and to Singapore. In this respect, SCORE adopts a structured approach to help in the offender’s rehabilitation journey.

This approach has four key thrusts as follows:

- a. Training and preparing offenders to be “Ready for Work”;
- b. Engaging employers to ensure that “Work is Ready” for offenders;
- c. Helping offenders “Secure and Sustain” in their employment; and
- d. “Strengthening Partnerships” with the community to provide aftercare support.



**WE
RECOGNISE**

**WE
RECOGNISE**

training to be an important strategy to assist offenders reintegrate to the community and for them to be gainfully employed when released. Many offenders are lowly educated with limited work experience. Through training, offenders will be equipped with market relevant skills. With the right skills and the right attitude, offenders will be better able to secure employment and remain gainfully employed.

EQUIPPING OFFENDERS WITH SKILLS

In order to enhance offenders’ employability and facilitate work reintegration, SCORE offers training programme which covers two broad areas of vocational and employability skills.

In 2011, we offered 14,754 training places¹ which benefited 5,094 offenders. A total of 24 courses were conducted and these included:

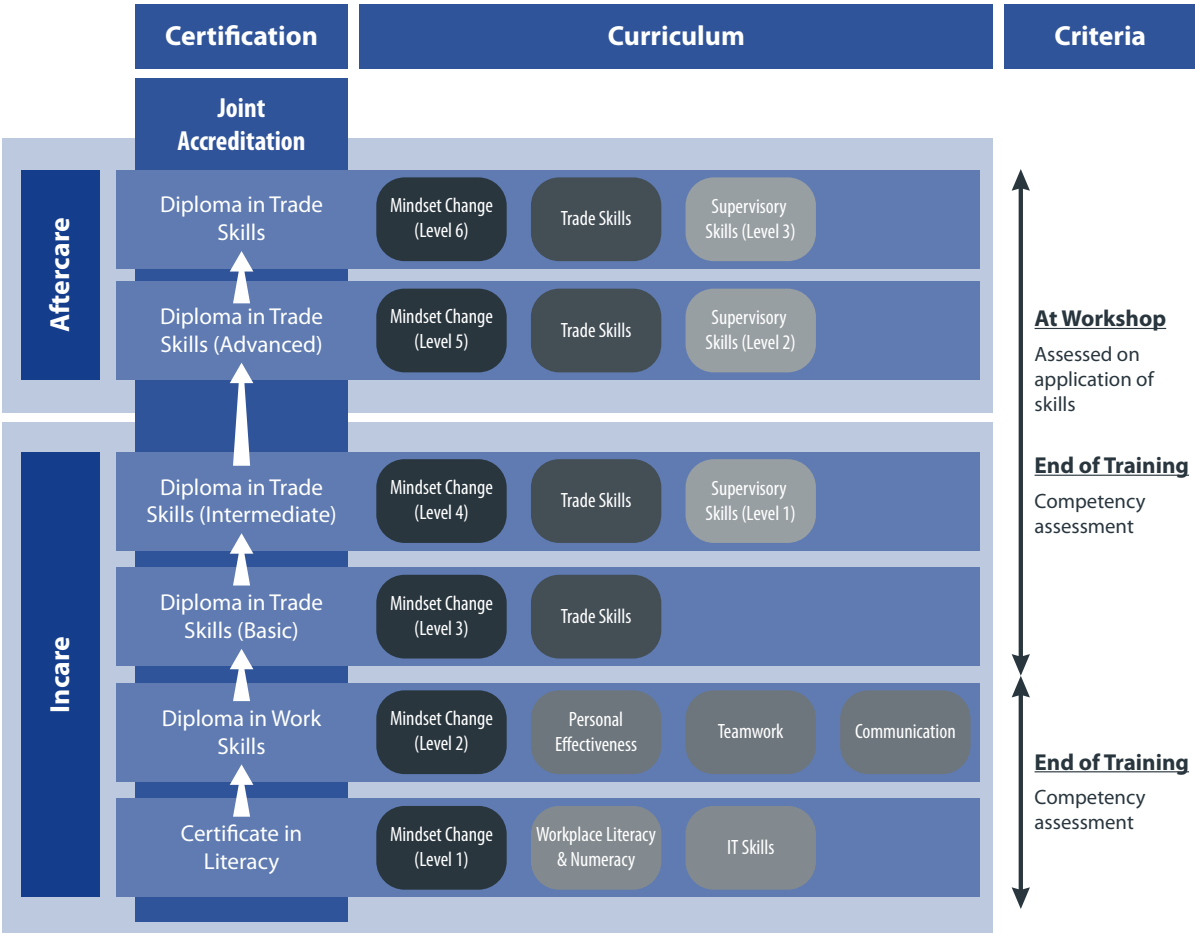
Employability Skills	Vocational Skills
Work Place Literacy & Numeracy	NITEC in Electronics
ES-WSQ Personal Effectiveness	WSQ Basic Food Hygiene
ES-WSQ Communication & Relationship Management	WSQ Prepare Basic Bread
ES-WSQ Workplace Health & Safety	WSQ Prepare Café Style Bread
ES-WSQ Problem Solving & Decision Making	WSQ Landscaping Operations
ES-WSQ Initiative & Enterprise	ISC in Food Preparation
WSQ in Teamwork in Workplace	ISC in Logistics Operations
WSQ in Quality Systems	ISC in Electrical Wiring
Certified Service Professional (CSP)	ISC in Laundry
Supervisory Skills	Multimedia Skills Training
IT Skills	

¹ This is inclusive of Computer Adaptive Tests (CAT) Assessment which is an online assessment tool, used by Singapore Workforce Development Agency (WDA) to assess literacy and numeracy proficiencies of job seekers. A Statement of Attainment (SOA), which is nationally recognised, will be awarded upon completion. As many ex-offenders do not have valid educational certificates, employers can use this to determine their proficiency levels and offer them a job.

STRUCTURED TRAINING CURRICULUM

To better prepare offenders for work, SCORE has also developed a new structured training curriculum which is integrated with its industrial work programme. The curriculum focuses on equipping offenders with generic work skills, trade skills and supervisory skills. It will have progressive levels of certification at different stages and is

designed to provide offenders with a sense of achievement and promote continuous learning whilst in Prison. This structured training curriculum is also designed to fit into existing training schemes and programmes in the community so that the offender can continue on the path of upgrading even after their release from Prisons.



NEW PRE-RELEASE TRAINING FOR HIGH-RISK OFFENDERS

SCORE, in collaboration with Prisons, has also developed a pre-release regime for high-risk offenders to be implemented in 2012. As part of this new regime, SCORE will further enhance the skills training and employment assistance services for these offenders so as to better

facilitate their re-entry into the workforce. The skills training will focus on training offenders in vocational skills relevant to Hospitality, Food & Beverage (F&B), Logistics and Manufacturing Industries.



Inmates get to upgrade their skills while doing on-the-job training.

“Anyone will feel hopeless when he/she had been imprisoned. I’m glad that SCORE has such a program in place. The training and counselling I received has built my confidence level and guided my direction in life. With SCORE’s help, employers gave us equal opportunity just like any others. My case manager also ensures that I am on track and now I know I am capable of handling my own life too.”

Jimmy, a 36 years old ex-offender who was sentenced to 30 months for forgery
Name has been changed.



**WE
CREATE**

**WE
CREATE** opportunities for offenders to be exposed to a realistic work environment while in Prisons such that they can gain practical work experience and marketable skills before re-joining the workforce. SCORE's work programme aims to sharpen offenders' employability skills as well as instill them with positive work ethics and values.



A business outsourcing workshop at Cluster A.

The core business operations under SCORE work programme are broadly categorised into:

- a. Business operations owned and managed by SCORE. These businesses include food services, laundry and linen services, business outsourcing and digital media. SCORE is not protected or given any preferential treatment by the government and competes openly for commercial and government contracts.
- b. Business operations set up by private sector companies under the Private Sector Participation Scheme (PPS). Some of such business operations

are in areas of food manufacturing, electronic and electrical manufacturing, post-print production, call centre operations, garment manufacturing and IT recycling. The private sector companies provide management, equipment, technical expertise while SCORE & Prisons Department manage the discipline and welfare of the inmates.

In 2011, 3,475 offenders were given work opportunities in the various business operations in Prisons. This represents an average employment rate of 80% of all eligible offenders.



SCORE bakery is a wholesale bakery that specialises in the production of sandwich loaves and artisan products like Hong Kong style pastries.

FOOD SERVICES

SCORE Food Services manages two central kitchens, a catering kitchen and a HACCP certified bakery within the Changi Prison Complex. The two central kitchens serve a daily average of 23,600 meals to inmates. As for SCORE bakery, it operates as an OEM manufacturer which supplies products to industry players like confectioneries, restaurants and caterers. This is the 4th year that the bakery has achieved an “A” grading from Agri-Food and Veterinary Authority of Singapore (AVA) while both the cluster kitchens have obtained grade “A” rating for food hygiene by National

Environment Agency (NEA). It is testimony to the tight control of processes and the stringent training of inmates.

SCORE also provides catering services to external customers for their family days, private home parties and corporate events. Our major customers are from government agencies and statutory boards, private companies and individual households. Such catering events provide offenders with a chance to be exposed to a wider range of cooking techniques and to improve their culinary skills.



Average of 515 inmates were given work opportunities at SCORE laundry in 2011.

LAUNDRY AND LINEN SERVICES

SCORE laundry is a purpose-built healthcare laundry plant with operational capabilities that meets the laundry and linen services needs of the hospitals in Singapore. The laundry plant has been ISO 9001:2008 certified since 2009 and this ensures that the laundry processes are robust and meet the quality standards and requirements of the healthcare industry. SCORE laundry continuously strives to enhance its service quality by investing in equipment, technology and process improvements. In 2011, SCORE commissioned a tunnel finisher which automates the ironing of pyjamas. This would ensure consistent good quality finishing for the pyjamas.

In 2011, working closely with the laundry operators in Singapore, SCORE partnered the Institute Technical of Education (ITE) to develop a training programme for laundry operators. Upon completion of the programme, offenders would receive an ISC in Laundry Operations. This is the first ITE certified training programme for laundry workers in Singapore and it is an important step in ensuring that our offenders are properly trained and qualified for the industry.



Inmates learning data sanitisation techniques at an IT recycling workshop at Cluster B.

BUSINESS OUTSOURCING & INDUSTRIAL SPACE LEASING

In 2011, SCORE collaborated with our business partners to operate 15 sub-contracting workshops and employed an average of 1410 inmates. The work done in these workshops is wide-ranging and includes post print production, packaging, data entry services and the assembly of LCD panels for laptops. As for the LCD panel assembly work, the workshops passed a stringent industry standards audit test conducted by a multinational corporation in September 2011. The achievement is another indication that offenders

working in SCORE workshops are able to produce quality products that meet world-wide industry quality standards.

Under the PPS, a total of 21 workshops were leased to our business partners. These workshops employed an average of 955 inmates. In 2011, new workshops that have been set up in Prisons under the PPS included an IT recycling company and a home grown maternity apparel manufacturing company.



SCORE Digital Media unit equips inmates with design, animation, programme and post-production skills and experience.

SCORE DIGITAL MEDIA (SDM)

SDM is a one-stop multimedia provider for government and private companies. Focusing primarily on business collaterals and marketing materials, SDM undertakes a variety of projects including print media, new media, video and digital animation work. We strive to provide real-time projects from our partners to our inmates so that they can

be equipped with the necessary skills and experience. In 2011, we leveraged on the support of volunteers to enhance inmates' competency through collaboration with Intense Animation Studio, First Media Design School and volunteers from a tertiary institution to impart design and web programming skills to the inmates.



**WE
HONOUR**

**WE
HONOUR**

our commitment to rehabilitate and reintegrate offenders to become responsible and contributing members of the society by actively engaging employers to give second chances to deserving offenders.

These employers ensure that there are jobs readily available to offenders when released.



The Scarlet Hotel (left), who has been supportive in employing ex-offenders since May 2010, achieved the inaugural Social Enterprises Association Awards 2011.

EMPLOYER ENGAGEMENT STRATEGY

In 2011, SCORE revised its Employer Engagement Strategy so as to better recruit and retain employers. As part of this strategy, SCORE now positions itself as valuable partner that helps employer to meet their multiple business demands through specific programmes and services. These services include the placement of skilled offenders to meet their manpower needs, leasing of workshops under the PPS or subcontracting labour intensive work to SCORE in order to reduce their business costs and organising events such as networking session to create new business opportunities.

SCORE also actively engages Trade Associations² to outreach to its members to recruit employers. In addition, Relationship Managers are now assigned to employers so that SCORE could be more responsive in meeting employer’s needs. With this new engagement strategy, we recruited 413 new employers to our job bank. The total number of employers registered with SCORE stood at 2,872 in 2011.

To foster meaningful collaboration, it is equally important to thank and recognise our employers. In 2011, The Scarlet Hotel was recognised at the inaugural Social Enterprises Association Awards. Mirage Design Landscape & Contract and Applied Forwarding were also given special mention at Singapore Compact CSR Awards and NTUC Model Partnership Awards respectively. Finally, at the Celebrating Second Chances event, a total of 39 employers were recognised and appreciated for the support given to offenders.

LEAVING PRISONS WITH A JOB

Gainful employment is a critical factor leading to successful reintegration for offenders. SCORE aims to help offenders requiring assistance to secure a job before their release. An average of 4 to 6 placement exercises, where employers interview short-listed offenders in Prisons, are conducted monthly. In 2011, 1,707 offenders were provided with skills training and employment assistance. Out of the 1,707 assisted, 1,586 (93%) secured a job before they are released.

CASE MANAGEMENT SERVICES

It is however insufficient to merely find employment for offenders. It is equally important to ensure that they stay on the job and remain gainfully employed. To this end, SCORE initiated its Case Management Services in 2006 to help offenders address their work reintegration challenges during the initial 6 months after their release. Case Managers (CMs) serve as a single point of contact and work closely with employers and offenders to resolve their work, financial and other social issues. Under the CMs’ supervision, for the 1,586 offenders who secured job in 2011, 78% and 54% of them stayed in the job for at least 3 months and 6 months respectively.

² The Trade Associations include Singapore International Chamber of Commerce (SICC), Singapore Manufacturing Federation (SMA), Singapore Logistics Association (SLA), Singapore Hotel Association (SHA) and Singapore Institute of Retail Studies (SIRS).



WE BUILD bridges of hope for offenders and their families by collaborating and supporting our community partners in the provision of aftercare support services and in creating a more compassionate society that offers second chances to offenders.

“The site visits to CARE Network partners gave a greater appreciation of the aftercare services provided by these agencies and better knowledge of the resources available to ex-offenders. Thus, the attachment programme provided a comprehensive and holistic overview of the rehabilitation landscape in Singapore.”

*Foo Chuen Yann
(Director, The Turning Point Halfway House)*

CARE NETWORK

SCORE is the secretariat to the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network. Formed in May 2000, the CARE Network comprises of 8 members³ and is co-chaired by Director of Prisons and Chairman SCORE. It seeks to improve the effectiveness of rehabilitation of ex-offenders in Singapore by synergising programmes and services, developing capabilities in the aftercare sector and raising public awareness and concern about the needs and challenges encountered by ex-offenders and their families.

CARE NETWORK ATTACHMENT PROGRAMME

In line with the focal area to strengthen partnerships, the inaugural CARE Network Attachment Programme was organised in July 2011. This programme was conducted to offer better understanding and appreciation of agencies involved in aftercare work, to identify resources available for aftercare work and to provide a platform to explore potential opportunities for synergies among the various agencies. 25 staff from 12 agencies benefited from this programme.



³ The CARE Network agencies are Ministry of Home Affairs, Ministry of Community Development, Youth & Sports, Singapore Prison Service, SCORE, National Council of Social Services, Industrial & Services Co-Operative Society Ltd, Singapore Anti-Narcotics Association and Singapore After-Care Association.



250 Participants were at the CARE Network Learning Journey in July 2011 to share their experiences in rehabilitation and reintegration.

CARE NETWORK LEARNING JOURNEY

The inaugural CARE Network Learning Journey, a platform for stakeholders to exchange ideas and share their insights, was organised to strengthen partnerships and understanding among the stakeholders in Singapore’s rehabilitation landscape. There were 250 volunteers and staff from various

aftercare agencies and Volunteer Welfare Organisations participated in the learning journey conducted in July 2011, while 223 people attended the second round in September 2011.



With a little gesture, we light up a glimpse of hope and make a big difference.

YELLOW RIBBON PROJECT 2011

Now into its eighth year, the Yellow Ribbon Project (YRP) has gained high level of awareness amongst the public. The YRP 2011 campaign was themed “Little Gestures, Big Difference”. This was aimed to call for more community acceptance and action for ex-offenders and their families. Everyone can play a small yet significant role in helping ex-offenders as they walk out of their past to embrace a brand new start.

For the first time ever, the 2011 Yellow Ribbon Conference was held in conjunction with the International Corrections and Prisons Association (ICPA)’s 13th Annual Conference which was hosted in Singapore. More than 150 local aftercare partners were given the rare opportunity to take part in an international conference to learn and share best practices with foreign delegates from over 60 countries.



Young Kid with Big Dream: Aeron Young

**YOUNG KID
WITH
BIG DREAM**

Aeron Young, aged 8, was inspired by the YRP and he took the lead and made a big difference. He learnt about the issues and difficulties faced by children of ex-offenders in school and realising that he could do something about it, Aeron and his father participated in the Yellow Ribbon Prison Run 2011 to show their support and he raised a total of \$1,000 for the Yellow Ribbon Fund.



9,300 runners participated in the Yellow Ribbon Prison Run on 18 September 2011.

CORPORATE CHAMPIONS OF YELLOW RIBBON

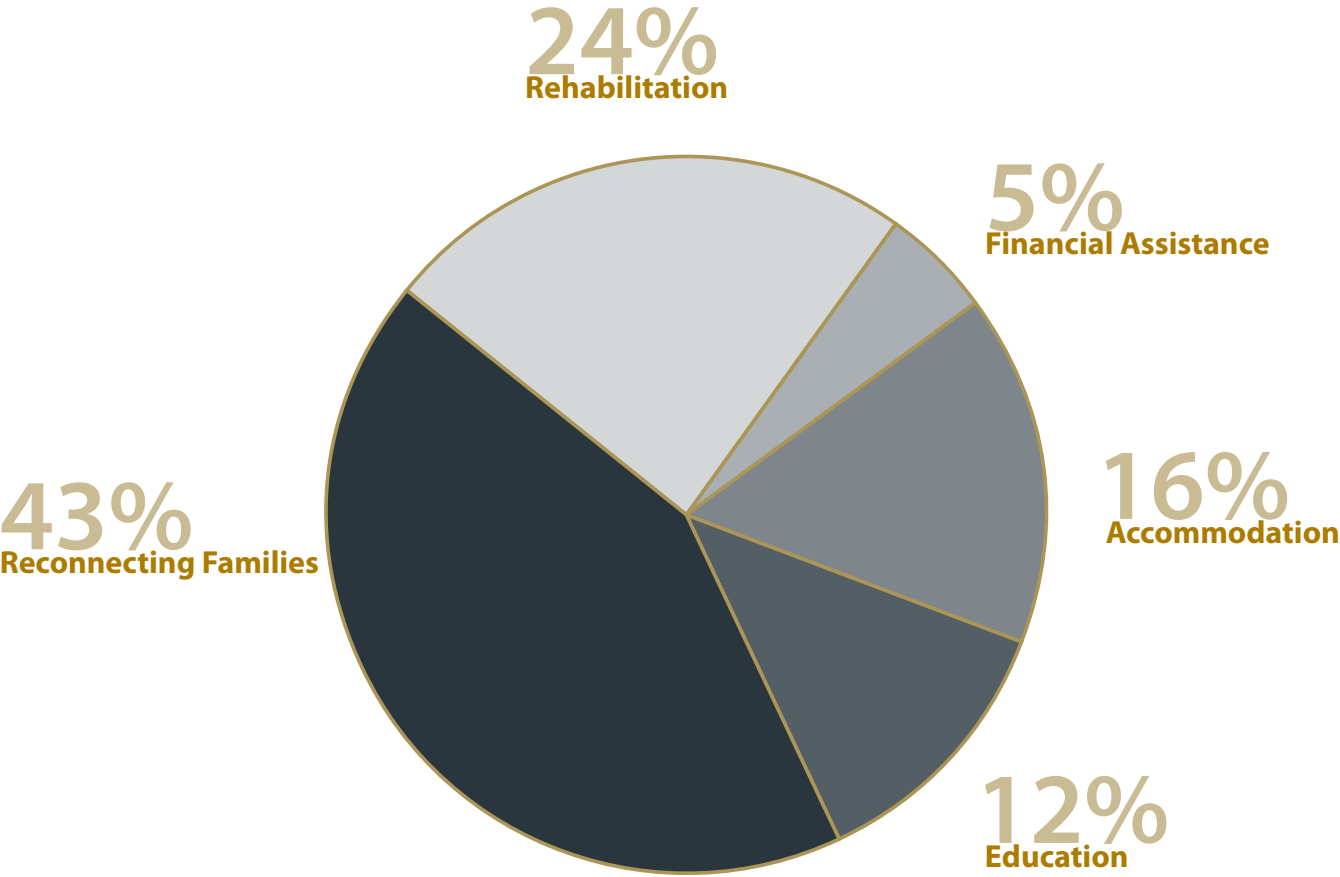
The Yellow Ribbon Project 2011 attracted strong support from the community and corporate partners. Amongst the many corporate partners who supported the cause were renowned book publisher Marshall Cavendish and Gold 90.5FM radio station. Marshall Cavendish published the first Yellow Ribbon book entitled “True Life Accounts of Ex-Offenders and their Second Chance in Life” to spread the YR message and raise funds for YRF. The Yellow Ribbon cause was also adopted by Gold 90.5FM which helped to deepen the message of second chances through their outreach to listeners.

COMMUNITY OUTREACH PROJECT

Since the inception of Community Outreach Programme (COP) in September 2010, many inmates and their families have benefited from it with the Yellow Ribbon champions (grassroots volunteers) reaching out to them through home visits to link them up with agencies for assistance if needed. Since September 2011, SCORE, in collaboration with the Singapore Prison Service, has undertaken the management and operations of COP. We are inspired to keep the family unit intact and provide upstream intervention for families in need of assistance.

YELLOW RIBBON FUND

The Yellow Ribbon Fund is the first national charitable fund dedicated to helping offenders and their families. The Fund raised \$1,033,739 in 2011, of which \$760,093 was disbursed to 14 programmes with 1,122 beneficiaries.



A record of disbursement of \$760,093 was made for 14 programmes and services which aid ex-offenders' reintegration journey.

YELLOW RIBBON EMERGENCY FUND

When a sole bread winner of a family is incarcerated, the family is often faced with significant challenges. The Yellow Ribbon Emergency Fund was set up to provide short-term financial assistance to offenders and their families who are in crisis. In 2011, the Yellow Ribbon Emergency Fund benefited 346 ex-offenders and 44 families, providing them with \$36,910 of emergency cash to pull through the hard times. Since 2006, SCORE together with five other administrators⁴, has disbursed a total of \$185,679 to help those in financial difficulty.

YELLOW RIBBON FUND STAR BURSARY PROGRAMME

Launched in 2010, the Yellow Ribbon Fund STAR (Skills Training Assistance to Re-start) Bursary aims to provide bursaries to ex-offenders who need financial help for skills training so that they can be gainfully employment and self-sufficient. In 2011, the STAR Bursary programme supported 13 students for their full time and part time studies at various institutions such as Lasalle College of Arts, Egg Story Digital Arts School Pte Ltd, Singapore Institute of Material Management and Shatec Institutes Pte Ltd.

⁴ Singapore After-Care Association, Singapore Anti-Narcotics Association, Care Community Services Society, Fei Yue Family Resource Centre and Nexus Family Resource Centre.



Mrs Josephine Teo (Minister of State, Ministry of Finance and Ministry of Transport) joined 206 ex-offenders at Celebrating Second Chances Awards Ceremony 2011.

HALFWAY HOUSE SERVICE MODEL

SCORE is the managing agent for the Singapore Prison Service to provide management and supervision for the 8 Halfway Houses (HWHs) under the Prisons Halfway House Scheme. These HWHs are contracted under the Halfway House new Service Model (HSM) which provides a framework for a structured aftercare based on stipulated service requirements.

It has been one year since the launch of the HSM in October 2010. The HSM has led to programme and service improvements across various HWHs as more social workers were recruited to work with the offenders. A total of 411 inmates were placed in HSM in 2011.

CELEBRATING SECOND CHANCES AWARD CEREMONY

In celebration of the second chances given, 206 ex-offenders came together to celebrate their successful reintegration at the Celebrating Second Chances Awards Ceremony 2011. 188 ex-offenders received commendation certificates for staying crime free for a minimum of 3 years while 15 of them obtained the merit achievement for putting effort to upgrade themselves and involve in community work besides being crime free for at least 5 years. There were 3 outstanding achievement recipients whom were rewarded for displaying exemplary character and contributing to the community for more than 10 years. It is certain that their success did not happen by chance, but through sheer determination and support from their families and the community.

In addition, a total of 59 awards were given out to recognise the contribution of our partners. Of the 59 awards, 8 Special Recognition awards were given to organisations that have made special contributions to SCORE projects or events and 3 awards were given to companies for setting up workshops in Prisons. 39 employers who offered employment opportunities to ex-offenders and 9 Model Supervisors who went the extra mile in helping ex-offenders adapt at work were also recognised at the award ceremony.



**WE
CARE**

**WE
CARE** about our staff as they are at the centre of the organisation and SCORE's most valuable asset. Working together with our partners and the offenders on this journey of rehabilitation, SCORE staff are mission focused and committed to build bridges of hope for offenders and their families.



On behalf of SCORE, Mr Cher Choon Hing (first from right) received the Home Team Process Innovation Award from Mr Masagos (Minister of State, Ministry of Home Affairs & Ministry of Foreign Affairs).

OUR CORPORATE ACHIEVEMENTS

Underlying SCORE are the corporate values HOPE. It is these values that drive our work and our progress towards excellence. In April 2011, SCORE was awarded the Public Service Milestone Award for attaining the Singapore Quality Class (SQC), ISO 9001:2008 Certifications and the People Developer Standard. Another noteworthy moment was when SCORE clinched two commendation awards at Ministry of Home Affairs HomeTeam Innovation Festival (Innofest) 2011. The “High Boiler Operating Cost” project was awarded the HomeTeam Process Innovation Award while Mr Cher Choon Hing (Senior Assistant Director, Linen Services & Special Projects) was given the Home Team Innovation Activist Champion Award.

At the individual level, SCORE staff also clearly demonstrated the HOPE values and excelled in their area of work. Ms Lee Geok Buay (Manager, Financial Operations), was awarded the EXSA Gold award for delivering excellent service while SCORE Chairman, Mr Kong Mun Kwong, was given the Volunteer of the Year Award by National Volunteer & Philanthropy Centre in November 2011.

DEVELOPING OUR PEOPLE

In SCORE, we aim to develop staff to their potential. We recognise and respect individual strengths, experiences and perspectives, and encourage the holistic development of our staff. A total of 594 training places were utilised in 2011. New staff training programmes launched in 2011 included a ‘Coaching & Mentoring’ programme for middle and senior managers and ‘Critical Skills for New Managers’ for junior managers to enhance the leadership capabilities

in SCORE. To encourage a learning and innovative culture, staff attended the ‘Contributing and Leading a Learning Mindset’ programme organised by the Civil Service College and a Tony Buzan mind-mapping programme. For career development purposes, staff are sent for international conferences and overseas study trips. In 2011, 23 staff attended the international conferences while a total of 3 staff made overseas study trips in USA and Australia.

BEING A RESPONSIBLE CORPORATE CITIZEN

SCORE believes in taking ownership of the society that we live in. This commitment is fostered in the areas of community outreach and volunteerism as well as in the care for the environment.



SCORE staff were hosting a blind-folding game for the children during a carnival.



Our staff went to Singapore Zoological Gardens’ ‘Zoolympix’ trail with the children from the low-income families.

CARING FOR THE COMMUNITY

At SCORE, we seek to nurture a sense of community concern and build the spirit of volunteerism in SCORE. In 2011, SCORE linked up with Ang Mo Kio Family Centre Services (AMKFSC) to organise events for the less fortunate. Our staff organised a fund raising event for the beneficiaries of AMKFSC as well as volunteered to organise a carnival for the families. They also brought the children from AMKFSC for a day of activity at the Singapore Zoological Gardens.

CARING FOR THE ENVIRONMENT

SCORE strongly encourages staff to take positive action to care and protect the environment. In 2011, four activities were organised so to raise awareness on current environmental issues and encourage eco-friendly habits. The “Go Green” committee organised a learning journey to Singapore’s first and only landfill site at Semakau landfill and also hosted a card-making workshop for staff to learn how to make good use of recycled materials.



Our staff enjoyed the sun, sand and sea at sand-castle building in July 2011.

CARING FOR OUR PEOPLE

Other than ensuring competency in our staff and cultivating the notion of responsible corporate citizenry, the welfare of staff in SCORE is an important concern. Through the Staff Well Being Committee (SWBC) and the Safety Committee, SCORE ensure that staff welfare and safety are not compromised and are well looked after.

In 2011, the SWBC organised a total of 13 activities such as team building challenge at East Coast Park and Year End Party at Downtown East Orchard Bowl to bring all staff from various divisions together and spend quality time as a family.

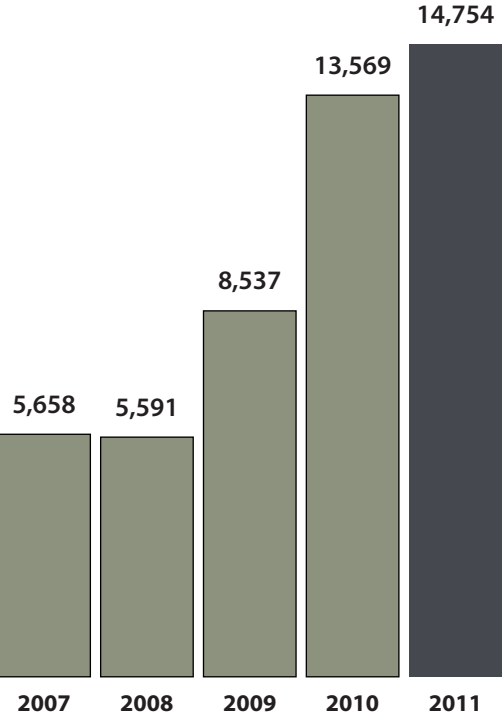
RECOGNISING OUR STAFF

Type of Award	Name of Recipient/Project
National Day Award (Pingat Berkebolehan) - Efficiency Medal	Ong Hock Kin
Minister for Home Affairs National Day Award	Peh Beng Huat
PS21 Star Service Award	Peh Beng Huat
HOPE Award	Lee Geok Buay
SCORE Special Commendation Award	Lim Chee Peng Timothy
Esprit De Corp Award	Press Exchange & Steam Condensate Project by Linen Services
	LEAN Management by Food Services
	Continuous Improvement at Changi Women's Prison by Business Outsourcing & Industrial Space Leasing
Innovative Project Award	SCOREville
35 Years Long Service Award	Ong Chwee Seng
30 Years Long Service Award	Tan Lai Beng, Tan Jui Paw, Lee Geok Buay
25 Years Long Service Award	Chan Poh Chee Pauline
20 Years Long Service Award	Cher Choon Hing
15 Years Long Service Award	Najimunnisa Bte Shahabuddin
10 Years Long Service Award	Mohd Said Bin Aman, Lim Chee Peng Timothy, Tay Bong Sia, Peh Beng Huat
5 Years Long Service Award	Cai Chengji, Poo Ah Ee, Charles Sundram, Mad Bin Utar

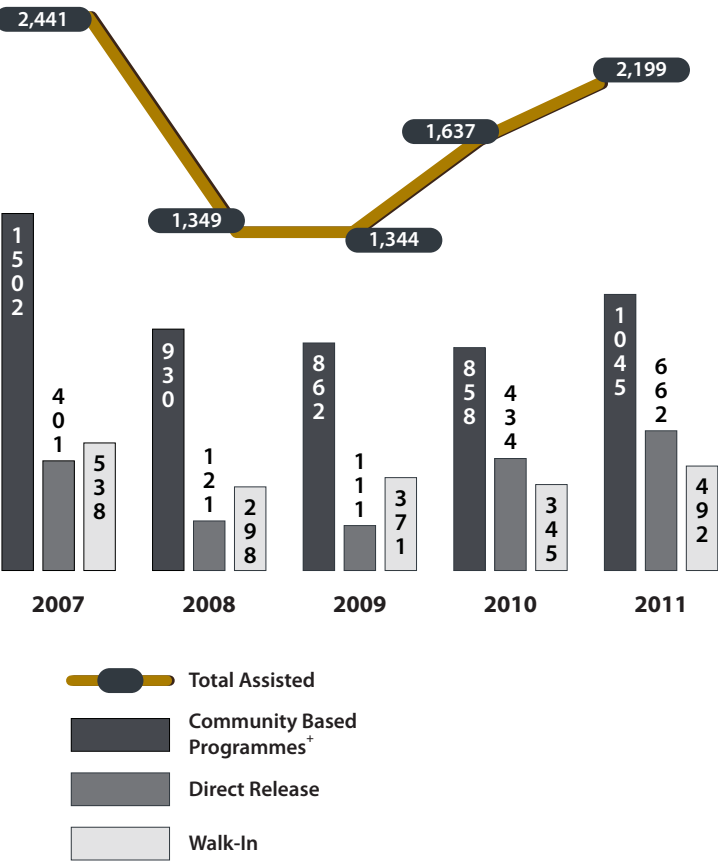
Our Journey Together

2011 Performance Highlights

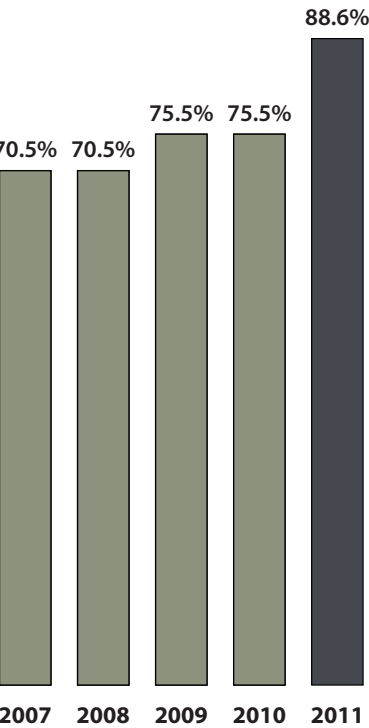
Training Places



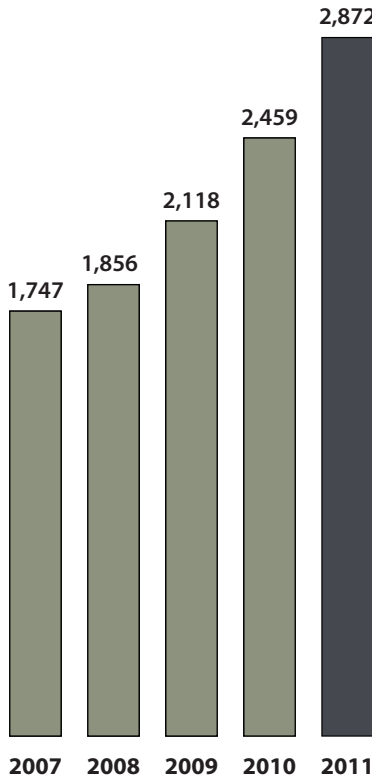
Inmates Assisted with Jobs*



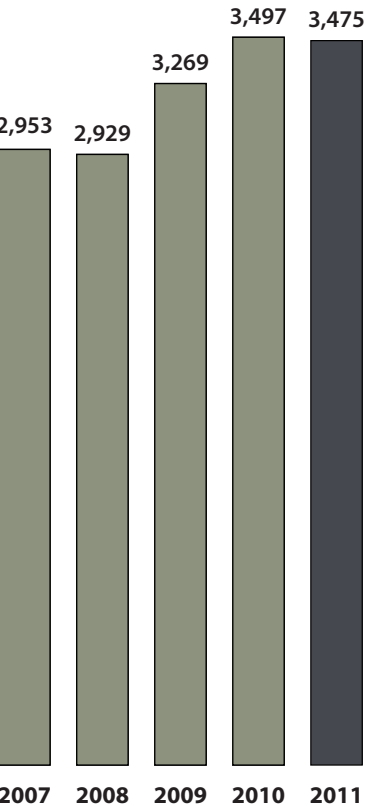
Offenders Secure Jobs



Companies in Job Bank



Work Programme in the Prison

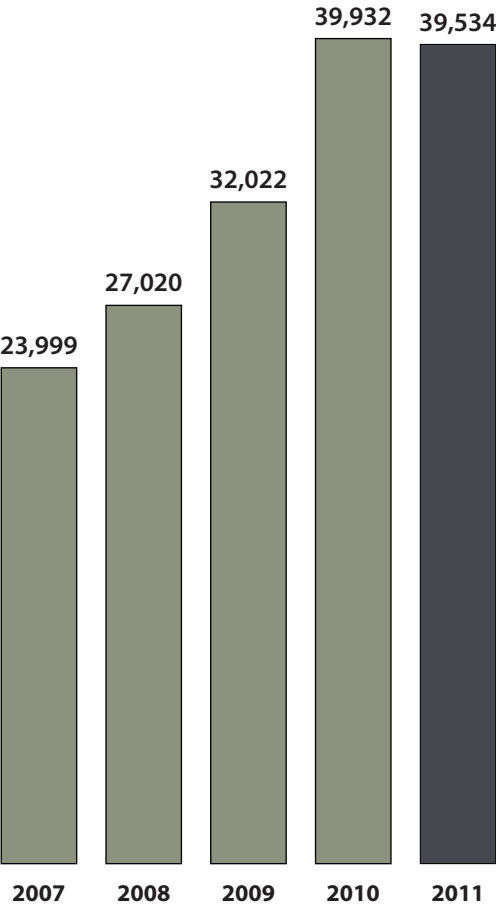


* Inmates were provided training skills and employment assistance in terms of job-matching and interviews.
+ Community Based Programmes refers to Home Detention Scheme, Work Release Scheme and Halfway House Scheme.

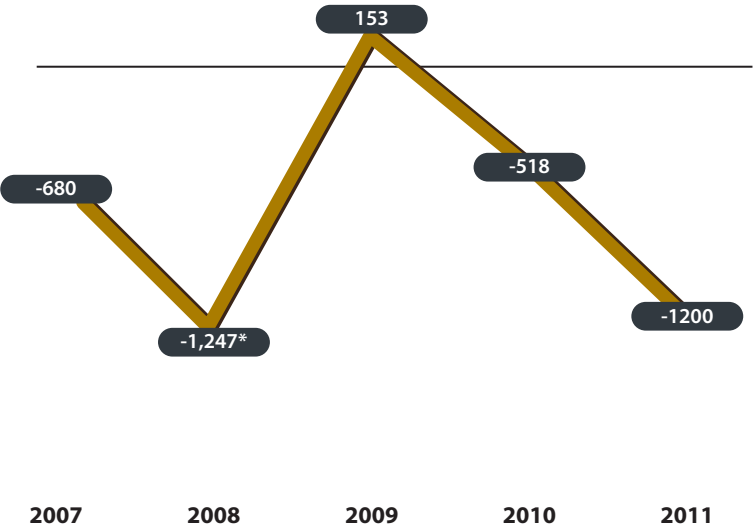
Profitability

Operating Income

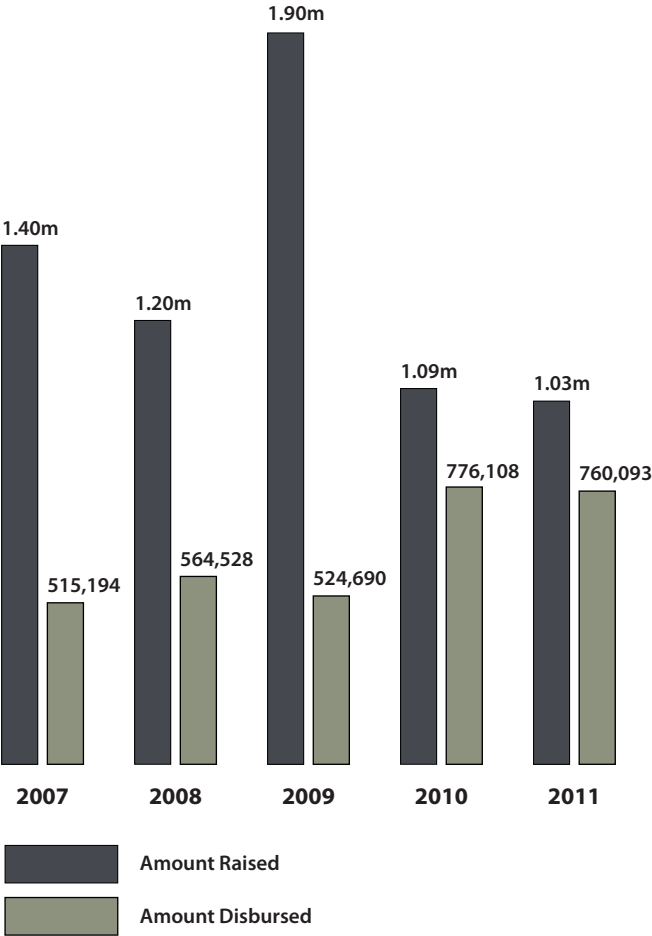
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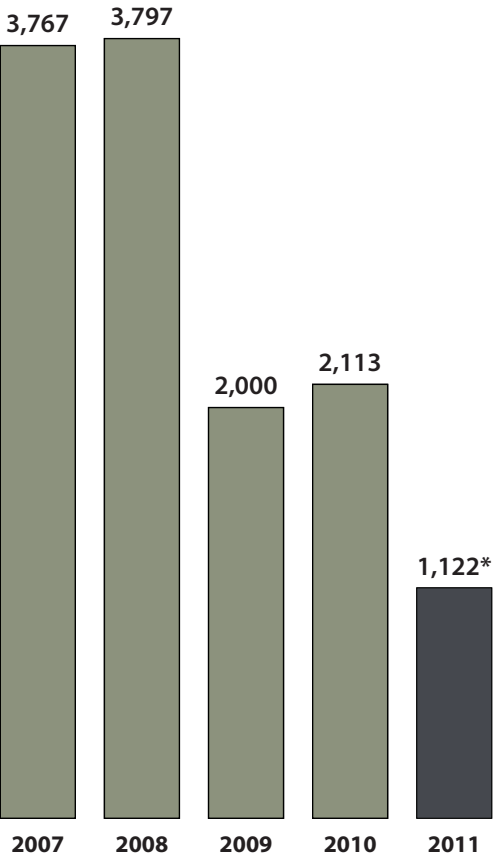
Surplus/Deficit



Yellow Ribbon Fund



No. of Beneficiaries from Yellow Ribbon Fund



*Due to a one-time adjustment in accounting treatment for performance bonus amounting to \$643,000.
NB: Certain comparative figures have been reclassified to conform to the current year's presentation.

* The number takes into account of unique individuals solely.

Our Journey Together

Financial Statements

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

Audit Alliance
Certified Public Accountants

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

FINANCIAL STATEMENTS
For the financial year ended 31 December 2011

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SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

STATEMENT BY THE BOARD
For the financial year ended 31 December 2011

In our opinion,

- (a) the accompanying financial statements of the Singapore Corporation of Rehabilitative Enterprises ("Corporation") are properly drawn up in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the "Act") and Singapore Statutory Board Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Corporation as at **31 December 2011**, and of the results, changes in equity and cash flows of the Corporation for the financial year ended on that date;
- (b) proper accounting and other records have been kept; and
- (c) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the financial year have been in accordance with the provisions of the Act.

On behalf of the Board,


KONG MUN KWONG
Chairman

Singapore,
Date: 23 Mar 2012


TAN POH HONG (MS)
Chairperson of
Audit & Risk Management
Committee

**INDEPENDENT AUDITOR’S REPORT TO THE CHAIRMAN OF
SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES**
(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

We have audited the accompanying financial statements of the **Singapore Corporation of Rehabilitative Enterprises (“Corporation”)** set out on pages **102 to 133** which comprise the statement of financial position as at **31 December 2011**, and the statement of comprehensive income, the statement of changes in equity and the statement of cash flow of the Corporation for the financial year then ended, and a summary of significant accounting policies and other explanatory notes.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the “Act”) and Singapore Statutory Board Financial Reporting Standards (“SB-FRS”). This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit includes performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud and error. In making those risk assessments, the auditor considers the internal control relevant to the entity’s preparation and fair presentation of the financial statements 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**INDEPENDENT AUDITOR’S REPORT TO THE CHAIRMAN OF
SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES**
(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

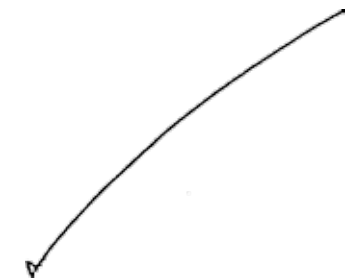
Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and SB-FRS so as to give a true and fair view of the state of affairs of the Corporation as at 31 December 2011, and the results, changes in equity and cash flows of the Corporation for the financial year ended on that date.

Report on Other Legal and Regulatory Requirements

In our opinion, proper accounting and other records required by the Act have been kept.

During the course of our audit, nothing came to our notice that caused us to believe the receipt, expenditure and investments of moneys and the acquisition and disposal of assets by the Corporation during the year have not been in accordance with the provisions of the Act.



**AUDIT ALLIANCE
PUBLIC ACCOUNTANTS AND CERTIFIED ACCOUNTANTS**

**AUDIT PARTNER
CHIEW SHANG HUI**

Singapore,

Date: 23 Mar 2012

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2011

	Note	2011 S\$	2010 S\$
OPERATING INCOME			
Funding from strategic partner		2,203,257	1,744,760
Leasing income	4	3,234,298	3,043,585
Miscellaneous		51,806	49,920
Sales of goods		3,410,409	3,668,690
Sales of services		30,634,238	31,424,752
		39,534,008	39,931,707
LESS: OPERATING EXPENSES			
		41,558,523	41,467,355
Operating deficit		(2,024,515)	(1,535,648)
NON-OPERATING INCOME			
Doubtful debts written back		-	1,195
Gain on disposal of property, plant and equipment		10,505	5,853
Income from investments	5	629,734	555,736
Interest income from bank deposits		111,364	86,016
MHA Core Innovation Fund		240,000	300,000
Sponsorship from strategic partners		-	152,748
		991,603	1,101,548

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2011

	Note	2011 S\$	2010 S\$
LESS: NON-OPERATING EXPENSES			
Amortisation of investment in bonds		106,098	76,118
Consultation fees (project)		60,750	7,588
		166,848	83,706
Non-operating surplus		824,755	1,017,842
Deficit for the year		(1,199,760)	(517,805)
OTHER COMPREHENSIVE INCOME			
Financial assets, available-for-sale			
- Fair value gains / (losses)		(190,612)	280,272
- Fair value gains / (losses) recycled to income statement		(3,750)	-
Other comprehensive income, net of tax		(194,362)	280,272
TOTAL COMPREHENSIVE INCOME		(1,394,122)	(237,533)

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

OPERATING EXPENDITURE STATEMENT

For the financial year ended 31 December 2011

<u>OPERATING EXPENSES</u>		2011	2010
	Note	S\$	S\$
Advertising		47,327	74,236
Allowance for doubtful debts – trade		6,613	1,159
Audit fees		37,400	38,032
Board members’ allowance		110,430	60,545
Depreciation of property, plant and equipment	13	2,263,509	2,180,658
Distribution costs		2,800,384	2,998,189
Entertainment		20,404	16,166
General office expense		1,204,574	1,296,179
Grant, contributions and donations		151,413	183,928
Inmates earnings		2,264,979	2,279,896
Inmates training costs		1,811,879	1,367,993
Liquidated damages		140,856	140,666
Maintenance of office and workshops		1,047,357	1,141,788
Manpower costs	6	9,677,895	9,778,953

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

OPERATING EXPENDITURE STATEMENT

For the financial year ended 31 December 2011

<u>OPERATING EXPENSES</u>		2011	2010
	Note	S\$	S\$
Material costs		14,607,050	15,152,447
Office rental		191,130	180,940
Other operating expenses		125,388	211,791
Property, plant and equipment written off		31,601	24,010
Staff training		198,614	149,710
Staff welfare		191,902	167,412
Travelling		70,826	60,531
Utilities		4,556,992	3,962,125
		41,558,523	41,467,354

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

STATEMENT OF FINANCIAL POSITION

As at 31 December 2011

	Note	2011 S\$	2010 S\$
ASSETS			
Current Assets			
Cash and cash equivalents	7	11,862,785	15,711,461
Financial assets, held-to-maturity	8	1,872,520	2,121,909
Trade and other receivables	10	6,580,834	6,532,972
Inventories	9	623,041	474,021
Other current assets	11	67,076	49,503
		<u>21,006,256</u>	<u>24,889,866</u>
Non-current assets			
Financial assets, available-for-sale	12	3,203,630	2,637,492
Financial assets, held-to-maturity	8	11,194,809	10,865,424
Property, plant and equipment	13	5,388,193	5,482,407
		<u>19,786,632</u>	<u>18,985,323</u>
Total assets		<u>40,792,888</u>	<u>43,875,189</u>
EQUITY AND LIABILITIES			
Current Liabilities			
Trade and other payables	14	7,624,345	9,312,524
		<u>7,624,345</u>	<u>9,312,524</u>
Equity			
Capital account	15	1,662,262	1,662,262
Fair value reserve	16	123,130	317,492
Accumulated surplus	17	31,383,151	32,582,911
		<u>33,168,543</u>	<u>34,562,665</u>
Total equity and liabilities		<u>40,792,888</u>	<u>43,875,189</u>

The accompanying notes form an integral part of these financial statements.
Auditor's Report – Page 100-101

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
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STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2011

	Note	Capital account	Fair value reserve	Accumulated surplus	Total
2011		S\$	S\$	S\$	S\$
Beginning of financial year		1,662,262	317,492	32,582,911	34,562,665
Total comprehensive income for the year		-	(194,362)	(1,199,760)	(1,394,122)
End of financial year		<u>1,662,262</u>	<u>123,130</u>	<u>31,383,151</u>	<u>33,168,543</u>
2010					
Beginning of financial year		1,662,262	37,220	33,100,716	34,800,198
Total comprehensive income for the year		-	280,272	(517,805)	(237,533)
End of financial year		<u>1,662,262</u>	<u>317,492</u>	<u>32,582,911</u>	<u>34,562,665</u>

The accompanying notes form an integral part of these financial statements.
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**SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
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STATEMENT OF CASH FLOW

For the financial year ended 31 December 2011

	Note	2011 S\$	2010 S\$
Cash flows from operating activities			
Deficit for the year		(1,199,760)	(517,805)
Adjustments for:			
Depreciation	13	2,263,509	2,180,658
Property, plant and equipment written off / transfer		185,723	24,010
Amortisation of bonds		164,254	76,118
Gain on disposal of property, plant and equipment		(10,505)	(5,853)
Income from investments		(629,734)	(555,736)
Interest income from bank deposits		(111,364)	(86,016)
Operating surplus before working capital changes		662,123	1,115,376
Change in operating assets and liabilities			
Inventories		(149,020)	132,122
Trade and other receivables		(47,862)	(412,496)
Other current assets		(17,573)	478,654
Trade and other payables		(1,688,179)	2,686,111
Cash (used in) / generated from operations		(1,240,511)	3,999,767
Net cash (used in) / provided by operating activities		(1,240,511)	3,999,767

**SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
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(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

STATEMENT OF CASH FLOW

For the financial year ended 31 December 2011

	Note	2011 S\$	2010 S\$
Cash flows from investing activities			
Dividend received		108,431	112,512
Interest received		632,667	529,241
Disposal of property, plant and equipment		10,505	5,853
Disposal of held-to-maturity financial assets		3,360,000	3,450,000
Disposal of available-for-sale financial assets		300,000	-
Purchase of financial assets		(4,664,750)	(4,349,025)
Additions to property, plant and equipment		(2,355,018)	(1,644,589)
Net cash used in investing activities		(2,608,165)	(1,896,008)
Net (decrease) / increase in cash and cash equivalent		(3,848,676)	2,103,759
Cash and cash equivalents			
Beginning of financial year		15,711,461	13,607,702
End of financial year	7	11,862,785	15,711,461

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

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

1. Corporate Information

The main office of Singapore Corporation of Rehabilitative Enterprises (the "Corporation"), established under the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298), is located at 407 Upper Changi Road North, 20km (within Prison HQ complex), Singapore 507658.

The principal activities of the Corporation are to rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

2. Significant accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Act and Singapore Statutory Board Financial Reporting Standards ("SB-FRS"), including related interpretations ("INT SB-FRS") and Guidance Notes.

In the current financial year, the Corporation has adopted all the new and revised SB-FRSs, INT SB-FRSs and Guidance Notes that are relevant to its operations and effective for annual periods beginning on or after 1 January 2011. The adoption of these new/ revised SB-FRS, INT SB-FRS and Guidance Notes does not result in changes to the Corporation's accounting policies and has no material effect on the amounts reported for the current or prior years.

Management has considered and is of the view that the adoption of the SB-FRS, INT SB-FRS and Amendments to SB-FRSs that were issued at the date of authorisation of these financial statements but not effective until future periods will have no material impact on the financial statements in the period of their initial adoption.

(b) Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Corporation and the cost of the item can be measured reliably.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(b) Property, Plant and Equipment (continued)

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

Any estimated costs of dismantling and removing the property, plant and equipment and reinstating the site to its original condition (reinstatement costs) are capitalised as part of the cost of the property, plant and equipment.

Depreciation of property, plant and equipment is calculated using a straight line method so as to write off the cost, less the residual value, of the assets over their estimated useful lives. The annual rates of depreciation are as follows:

Furniture, fixture and fittings	
Furniture, fixtures and fittings	10 years
Computer software, hardware & equipment	3 years
Plant, equipment and machinery	
Plant, equipment and machinery	8 to 10 years
Office equipment	3 years
Motor vehicles	5 years

Property, plant and equipment costing less than S\$500 each are charged to the income and expenditure statement in the year of purchase.

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

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of assets is included in the income statement in the year the asset is derecognised.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(c) Financial assets

(a) Classification

The Corporation classifies its financial assets in the following categories: held-to-maturity investments; loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the investments are acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date, with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

(i) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Corporation has the positive intention and ability to hold to maturity.

Held-to-maturity investments are recognised initially at fair value plus transaction costs, and subsequently carried at amortised cost using the effective interest method.

(ii) Loan and receivables

Loan and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Corporation provides money, goods or services directly to a debtor with no intention of trading the receivable. They are included in current assets, except for those maturing later than 12 months after the balance sheet date, which are classified as non-current assets.

Loans and receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. Receivables with a short duration are not discounted.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(c) Financial assets (continued)

(a) Classification (continued)

(iii) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are presented as non-current assets unless management intends to dispose of the assets within 12 months after the balance sheet date.

Available-for-sale financial assets are recognised initially at fair value plus transaction costs, and subsequently carried at fair value. Unrealised gains and losses arising from changes in fair value of these financial assets are recognised directly in the fair value reserve within equity.

When available-for-sale investments are sold or impaired, the accumulated fair value adjustments in the fair value reserve within equity is recognised in the income and expenditure statement.

(b) Recognition and derecognition

Financial assets are recognised on balance sheet when the Corporation becomes a contractual party to the contractual provisions of the financial instruments. Purchases and sales of investments are recognised on trade-date – the date on which the Corporation commits to purchase or sell the assets.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Corporation has transferred substantially all risks and rewards of ownership.

(c) Determination of fair value

The fair values of quoted financial assets are based on bid price as at balance sheet date. For quoted financial assets without an active market and for unquoted financial assets, the Corporation establishes fair value by using valuation techniques.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(c) Financial assets (continued)

(d) Impairment of financial assets

The Corporation assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

(i) Investments available-for-sale financial assets

A significant or prolonged decline in the fair value of an available for sale equity investment is considered in determining whether the investment is impaired. If any such evidence exists, the cumulative loss is measured as the difference between the acquisition cost and the current fair value, less any impairment loss previously recognised in the income and expenditure statement – is removed from the fair value reserve within equity and recognised in the income and expenditure statement. The impairment losses recognised in the income and expenditure statement on equity investments are not reversed through the income and expenditure statement until the equity investments are disposed.

If impairment loss has been recognised on debt instruments classified as available-for-sale, and subsequent to the impairment recognition the fair value increases, and the increase can be objectively related to an event occurring after the impairment loss was recognised in the income and expenditure, the impairment loss shall be reversed, with the amount of the reversal recognised in the income and expenditure statement.

(ii) Impairment of loans and receivables and held-to-maturity investment

If there is objective evidence that an impairment loss on loans and receivables or held-to-maturity investments carried amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate (i.e. the effective interest rate computed at initial recognition of these financial assets). The carrying amount of the asset shall be reduced either directly or through the use of an allowance account. The amount of the loss shall be recognised in the income and expenditure statement.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the income and expenditure statement.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(d) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of trade receivables is establishing when there is objective evidence that the Corporation will not able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the income statement.

(e) Inventories

Inventories from food services unit are carried at the lower of cost and net realisable value. Cost is determined on a weighted average basis. Net realisable value is estimated selling price less anticipated cost of disposal and after making allowance for damaged, obsolete and slow moving items.

Linen inventories purchased for the purpose of providing linen leasing services to hospitals are stated at cost determined on a weighted average basis. The cost of linen is amortised, on a first-in-first-out basis, over the period of useful life once it is put into circulation. The amortisation rates are as follow:

Towels	12 months
Other linen	8 months

(f) Trade and other payables

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

(g) Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and fixed deposits which are subject to insignificant risks of changes in value. Cash equivalents are stated at amounts which they are convertible into cash.

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES
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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(h) Revenue recognition

- (i) Income from services is taken into account when services have been rendered.
- (ii) Dividend income is recognised when received and refund of dividend tax withheld is recognised upon the receipts of the Annual Dividend Statement or the subsidiary income tax certificates.
- (iii) Interest income on bank deposits is recognised on the accrual basis.
- (iv) Income from sale of goods under the industrial and workshop activities is recognised upon passing title to the customers which generally coincides with the delivery or acceptance.

(i) Employee benefits

(i) Defined contribution plans

The Corporation makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as employee compensation expenses in the same period as the employment that gave rise to the contributions.

(ii) Short-term compensated absences

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.

(j) Impairment of non-financial assets

The carrying amounts of the Corporation's non-financial assets subject to impairment are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(j) Impairment of non-financial assets (continued)

An impairment loss is charged to the income and expenditure statement unless it reverses a previous revaluation, in which case, it will be charged to equity. An impairment loss is reversed if there has been a change in the estimated used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

(k) Provision for other liabilities and charges

Provision are recognised when the Corporation has a present obligation (legal or constructive) as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made of the obligation.

(l) Leases

Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to the income statement on a straight-line basis over the year of the lease.

When an operating lease is terminated before the lease year has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the year in which termination takes place.

(m) Grants

Government grants and contributions from other organisations for the establishment of the Corporation are taken to the capital account.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

2. Significant accounting policies (continued)

(n) Currency translation

(i) *Functional and presentation currency*

Items included in the financial statements of the Corporation are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Singapore Dollars, which is the Corporation's functional and presentation currency.

(ii) *Transactions and balances*

The Corporation conducts all its transactions in Singapore Dollars. Consequently, all the balances in the financial statements of the Corporation are denominated in Singapore Dollars.

(o) Financial Liabilities

Financial liabilities within the scope of SB-FRS 39 are recognised on the balance sheet when, and only when, the Corporation becomes a party to the contractual provisions of the financial instrument.

Financial liabilities include creditors, amounts owing to related parties, and borrowings. All financial liabilities, other than financial liabilities at fair value through profit or loss, are recognised initially at fair value, plus directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised carrying value using effective interest method.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Any gain or loss is recognised in the profit and loss account when the liability is derecognised, and through the amortisation process.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

3. Accounting estimates, assumptions and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Corporation's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Depreciation on Property, Plant and Equipment

The costs of property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management's estimates of the useful lives of these property, plant and equipment are disclosed in note 2(e). Changes in the expected usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore, future depreciation charges could be revised. The carrying amount of property, plant and equipment and the depreciation charge for the year are disclosed in note 13 to financial statements.

(b) Management judgement made in applying accounting policies

In the process of applying the Corporation's accounting policies, the management has been made certain judgements apart from those involving estimations, which have significant effect on the amounts recognised in the financial statements.

(i) *Allowance for Bad and Doubtful Receivables*

The impairment policy for bad and doubtful debts of the Corporation is based on the evaluation of collectability and ageing analysis of the accounts receivables and on management's judgement. At the balance sheet date, the trade receivables, net of allowance, amounted to S\$5,738,134 (2010: S\$6,400,744). A considerable amount of judgment is required in assessing the ultimate realisation of these receivables, including the current credit worthiness and the past condition of these customers were to deteriorate, resulting in an impairment of their ability to make payment, additional allowance will be required.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

3. Accounting estimates, assumptions and judgements (continued)

(b) Management judgement made in applying accounting policies (continued)

(ii) Impairment of investments and financial assets

The Corporation follows the guidance of SB-FRS 39 in determining when an investment or financial asset is other-than-temporarily impaired. This determination requires significant judgement. The Corporation evaluates, among other factors, the duration and extent to which the fair value of an investment or financial asset is less than its cost; the financial health of and near-term business outlook for the investment or financial asset, including factors such as industry and sector performance, changes in technology and operational and financial cash flow.

4. Leasing income

These are charges for inmates services rendered to firms and use of industrial space under the Private Sector Participation Scheme.

5. Income from investments

	2011 S\$	2010 S\$
Dividend income from equity shares	108,431	112,512
Interest from bonds	521,303	443,224
	<u>629,734</u>	<u>555,736</u>

6. Manpower costs

	2011 S\$	2010 S\$
Manpower cost allocation – funding from strategic partner	409,800	415,400
Central provident fund contributions	1,116,573	950,748
Salaries, wages and bonuses	8,151,522	8,412,805
	<u>9,677,895</u>	<u>9,778,953</u>

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

7. Cash and cash equivalents

	2011 S\$	2010 S\$
Cash with Accountant-General's Department	6,546,285	11,211,461
Fixed deposits with financial institutions	5,316,500	4,500,000
	<u>11,862,785</u>	<u>15,711,461</u>

All fixed deposits mature within one year and bear interest at 1.03% to 1.05% (2010: 0.88% to 1.10%) per annum.

Cash with accountant-General's Department (AGD)

- (i) Cash with the AGD refers to cash that are managed by AGD under Centralised Liquidity Management (CLM) as set out in the Accountant-General's Circular No. 4/2009 – Centralised Liquidity Management for Statutory Boards and Ministries.
- (ii) Cash with AGD under CLM are placed with high credit quality financial institutions.
- (iii) The interest rate of cash with AGD is from 0.2521% to 0.6090% (2010: 0.3202% to 0.7873%) based on interest earned to the average cash balance.
- (iv) A 50 basis points change in interest rates for Cash with AGD would not have a material impact on the net surplus for the year.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

8. Financial assets, held-to-maturity

	2011 S\$	2010 S\$
Quoted bonds at amortised cost		
Maturing within 1 year	1,872,520	2,121,909
Maturing after 1 year	11,194,809	10,865,424
	<u>13,067,329</u>	<u>12,987,333</u>

The fair values of the bonds at the balance sheet date are as follows:

Quoted bonds	<u>13,598,547</u>	<u>12,989,555</u>
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The Government Securities bear interest ranging from 2.159% to 4.830% (2010: 2.159% to 4.830%) per annum with maturity dates ranges from 1 July 2012 to 18 March 2021 (2010: 1 July 2011 to 26 October 2020).

The Corporation Securities bear interest ranging from 3.265% to 5.000% (2010: 3.010% to 5.000%) per annum with maturity dates ranges from 21 May 2012 to 19 February 2021 (2010: 25 April 2011 to 19 February 2020).

9. Inventories

	2011 S\$	2010 S\$
Inventories carried at cost		
-Raw materials	166,685	152,655
-Linen	456,356	321,366
	<u>623,041</u>	<u>474,021</u>

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

10. Trade and other receivables

	2011 S\$	2010 S\$
Trade receivables		
-third party	3,173,982	3,417,250
Accrued receivables	2,682,425	3,101,817
Allowance for doubtful debts:		
Balance brought forward	(118,323)	(119,518)
Current year's allowance	-	-
Bad debts written off against allowance	50	1,195
Balance carried forward	(118,273)	(118,323)
Trade receivables – net	<u>5,738,134</u>	<u>6,400,744</u>
Non-trade receivables	700,000	-
Interest receivables	142,700	132,228
	<u>6,580,834</u>	<u>6,532,972</u>

Concentrations of credit risk with respect to trade receivables are limited due to the Corporation's large number of customers who are covering a large spectrum of industries and having a variety of end markets in which they sell. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Corporation's trade receivables.

Trade receivables are non-interest bearing and are generally on 30 days' terms.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

11. Other current assets

	2011 S\$	2010 S\$
Deposits	7,646	7,646
Prepayments	59,430	41,857
	67,076	49,503

12. Financial assets, available-for-sale

	2011 S\$	2010 S\$
Beginning of financial year	2,637,492	1,307,220
Add: Purchase of Financial asset, available-for-sale	1,060,500	1,050,000
Fair value (losses) / gain recognised in equity	(190,612)	280,272
Less: Disposal / Redemption	(300,000)	-
Fair value loss recycled to income statement on derecognition	(3,750)	-
End of financial year	3,203,630	2,637,492

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(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

13. Property, plant and equipment

	Furniture, fixtures and fittings S\$	Plant, equipment and machinery S\$	Motor vehicles S\$	Total S\$
2011 Cost				
At 1 January 2011	3,065,358	18,493,422	71,170	21,629,950
Additions	4,350	2,350,668	-	2,355,018
Disposal	-	(1,250,799)	-	(1,250,799)
At 31 December 2011	3,069,708	19,593,291	71,170	22,734,169
Accumulated depreciation				
At 1 January 2011	1,898,226	14,178,147	71,170	16,147,543
Depreciation charge	301,515	1,961,994	-	2,263,509
Disposal	602	(1,065,678)	-	(1,065,076)
At 31 December 2011	2,200,343	15,074,463	71,170	17,345,976
Net book value At 31 December 2011	869,365	4,518,828	-	5,388,193
2010 Cost				
At 1 January 2010	2,973,169	16,992,482	71,170	20,036,821
Additions	92,189	1,552,401	-	1,644,589
Disposal	-	(51,460)	-	(51,460)
At 31 December 2010	3,065,358	18,493,422	71,170	21,629,950
Accumulated depreciation				
At 1 January 2010	1,602,026	12,321,139	71,170	13,994,335
Depreciation charge	296,200	1,884,458	-	2,180,658
Disposal	-	(27,450)	-	(27,450)
At 31 December 2010	1,898,226	14,178,147	71,170	16,147,543
Net book value At 31 December 2010	1,167,132	4,315,275	-	5,482,407

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14. Trade payables and other payables

	2011 S\$	2010 S\$
Trade payables	2,722,420	2,578,321
Non-trade payables	233,982	338,023
Accruals	4,390,005	6,288,490
Deposits received	250,222	79,974
Others	27,716	27,716
	<u>7,624,345</u>	<u>9,312,524</u>

Trade payables are non-interest bearing and are generally on 30 days' terms.

Other payables are unsecured, non-interest bearing and are normally settled on demand.

Included in non-trade payables is a balance of funding from strategic partner amounting to S\$90,710 (2010: S\$191,967).

The funding from strategic partners aims to equip inmates with employability and industry skills and place them into jobs prior to their release.

15. Capital account

This amount represents the value of assets amounting to S\$1,443,262 taken over from the former Prison Industries and a capital grants of S\$218,000 received from the Singapore Government for the establishment of the Corporation. In financial year 2009, the Corporation received S\$1,000 from the Minister of Finance as capital injection.

16. Fair value reserve

Fair value reserve records the cumulative fair value changes of available for sale financial assets until they are derecognised or impaired.

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17. Accumulated surplus

Of the **S\$31,383,151** (2010: S\$32,582,911) in the accumulated surplus S\$6,011,236 (2010: S\$5,956,427) has been utilised for the purchase of fixed and other non-liquid assets or committed for future projects.

18. Contingent Liabilities

As at the balance sheet date, the Corporation has bankers' guarantees which have not been provided for in the financial statements.

	2011 S\$	2010 S\$
Bankers' guarantees issued on behalf of third parties	262,177	283,197
Bankers' guarantees in respect of service contracts	180,375	293,490
	<u>442,552</u>	<u>576,687</u>

19. Financial risk management

The main risks arising from the Corporation's financial statements are credit risk, interest rate risk, liquidity risk and equity price risk. The Corporation's management reviews and agrees on policies for managing each of these risks and they are summarised below:

(a) Credit risk

Credit risk arising from the inability of the counterparty to meet the terms of the Corporation's financial contracts is generally limited to the amounts, if any, by which the counterparty's obligations of the Corporation. It is the Corporation's policy to enter into financial instruments with a diversity of creditworthy counterparties. Therefore, the Corporation does not expect to incur any material losses on its risk management or other financial instruments.

The carrying amount of trade and other receivables, fixed deposits and cash and bank balances represent the Corporation's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk. Surplus are placed with reputable banks and/or invested in equity shares and bonds.

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19. Financial risk management (continued)

(a) Credit risk (continued)

The Corporation determines concentrations of credit risk by monitoring the business segment profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Corporation's trade receivables by business segments at the balance sheet date is as follows:

	2011 S\$	2010 S\$
By business segments		
Leasing	717,547	841,976
Sub-contracting	559,000	740,969
Bakery	390,460	548,395
Food services	1,400,099	1,367,741
Laundry	2,399,942	2,876,731
SCORE digital media	26,996	24,932
Transit centre	244,090	-
	<u>5,738,134</u>	<u>6,400,744</u>

The Corporation has trade receivables that are past due but not impaired.

Of this outstanding amount S\$4,761,678 are owed by institutional clients and hospitals or covered by a Banker's Guarantee (BG). The analysis of their aging balance sheet date is as follows:

	2011 S\$	2010 S\$
Past due 0 to 30 days	867,334	1,068,447
Past due 31 to 90 days	219,222	489,332
Past due more than 90 days	160,793	183,138
	<u>1,247,349</u>	<u>1,740,917</u>

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19. Financial risk management (continued)

(a) Credit risk (continued)

Financial assets that are impaired

The carrying amount of trade receivables individually determined to be impaired as at the balance sheet date is S\$118,273 (2010: S\$118,323). The movements in the related allowance for impairment are disclosed in note 10 to the financial statement.

	2011 S\$	2010 S\$
Trade receivables – gross amount	118,273	118,323
Less: Allowance for impairment	<u>(118,273)</u>	<u>(118,323)</u>
	-	-

Trade receivables that are individually determined to be impaired at the balance sheet date relate to debtors that are in significant financial difficulties and have defaulted on payments.

(b) Interest rate risk

The Corporation does not have any interest-bearing financial liabilities. Its only exposure to changes in interest rates relates to interest-earning bank deposits. The Corporation has cash balances placed with reputable banks and financial institutions which generate interest income for the Corporation. The Corporation manages its interest rates risks by placing such balances on varying maturities and interest rate terms.

The interest rates and terms of maturity of financial assets of the Corporation are disclosed in the notes to the financial statements except for the bank balances.

(c) Liquidity risk

In the management of liquidity risks, the Corporation monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Corporation's operations and mitigate the effects of fluctuation in cash flows. Trade and other liabilities are due and payable less than 1 year at the balance sheet date.

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19. Financial risk management (continued)

(d) Price risk

At the balance sheet date, the Corporation has investments in fixed income security and bonds, which are subject to price risks as the market values of these investments are affected by changes in market prices. The Corporation manages its exposure to equity price risks by maintaining portfolio of fixed income security and bonds with different risk profiles. These amounts are managed by the Investment & Finance Committee of the Corporation.

Sensitivity analysis

A 10% increase/(decrease) in the underlying shares prices at the reporting date would increase/(decrease) equity by the following amount:

	2011	2010
	S\$	S\$
Financial assets, available-for-sale	320,363	263,749

This analysis assumes that all other variables remain constant.

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20. Related party transactions

- (a) The Corporation is a statutory board under the Ministry of Home Affairs. As a statutory board, all Government ministries and departments, and statutory boards are deemed related parties of the Corporation.

There are no transactions that take place between the Corporation and related parties at terms agreed between the parties.

- (b) Key management's remuneration

Key management personnel compensation is as follows:

	2011	2010
	S\$	S\$
(i) Board members' remuneration	110,430	60,545
(ii) Other key management members' remuneration		
Short-term employee benefits	564,770	711,842
	675,200	772,387

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21. Capital Management

The primary objective of the Corporation is to safeguard its ability to continue as a going concern and to maintain an optimal capital structure. The Corporation monitors its cash flow, debt maturity profile, cost of funds and overall liquidity position on a continuous basis.

The Corporation is not subject to externally imposed capital requirements and there were no changes to the Corporation approach to capital management during the year.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2011

22. Fair value of financial assets and liabilities

Disclosure on the nature of financial instruments and their significant terms and conditions that could affect the amount, timing and certainty if future cash flow is presented in respective notes to these financial instruments, where applicable.

The following methods and assumptions are used to determine the fair value of each of these financial instruments for which it is practicable to estimate that value:

- (i) Cash and balances, fixed deposits, and other receivables and payables
The carrying amounts of these amounts approximate fair value due to their short-term nature.
- (ii) Trade receivables and trade payables
The carrying amounts of these amounts approximate their fair value because these are subject to normal trade credit terms.
- (iii) Quoted and Unquoted investments
The fair value of quoted instruments is estimated based on quoted market prices for these investments.
Unquoted instruments whose fair values cannot be reliably measured are carried at cost subsequent to initial recognition.

Our Journey Together

Support Us

Support us in our journey together to help offenders become contributing members of society.

Programmes & Services	Contact Person	Tel No.	Email Address
Training and Employment (Reintegration Division)			
Sponsorship of Offenders’ Training	Ms Juliana Bte Abdul Khalik Senior Assistant Director	6214 2820	Juliana_Abd_Khalik@score.gov.sg
Employ Ex-offenders	Ms Karen Tay Assistant Manager	6214 2814	Karen_Tay@score.gov.sg
SCORE Work Programme (Business Enterprise and Industry Division)			
Laundry & Linen Leasing Services	Mr Cher Choon Hing Senior Assistant Director	6513 1617 / 9787 2443	sales@score.gov.sg
Central Kitchen, Food Catering & Bakery Services	Mr Adrian Sim Manager (Operations & Admin)	6513 3594 / 9170 7745	Central Kitchen & Bakery services: sales@score.gov.sg Food Catering: SCORE_Catering@score.gov.sg
Business Outsourcing & Industrial Space Leasing	Business Outsourcing: Mr Harish Shah Business Account Manager	6214 2847 / 9451 0637	sales@score.gov.sg
	Industrial Space Leasing: Mr Jenson Tan Business Account Manager	6214 2851 / 9299 0399	sales@score.gov.sg
Digital Media Services	Mr Nash Tan Instructional Project Manager	6513 2258 / 9785 2228	sales@score.gov.sg
Strategic Planning & Administration , Logistics & Warehousing	Mr Kenny Lee Senior Assistant Director	6214 2864/ 9787 3082	sales@score.gov.sg
Community Engagement (Community Partnership and Aftercare Division)			
Participate in Yellow Ribbon Project Activities, Donate to Yellow Ribbon Fund or Other Joint Collaborations	Mr Kenneth Foo Assistant Director	6513 3597	Kenneth_Foo@score.gov.sg

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