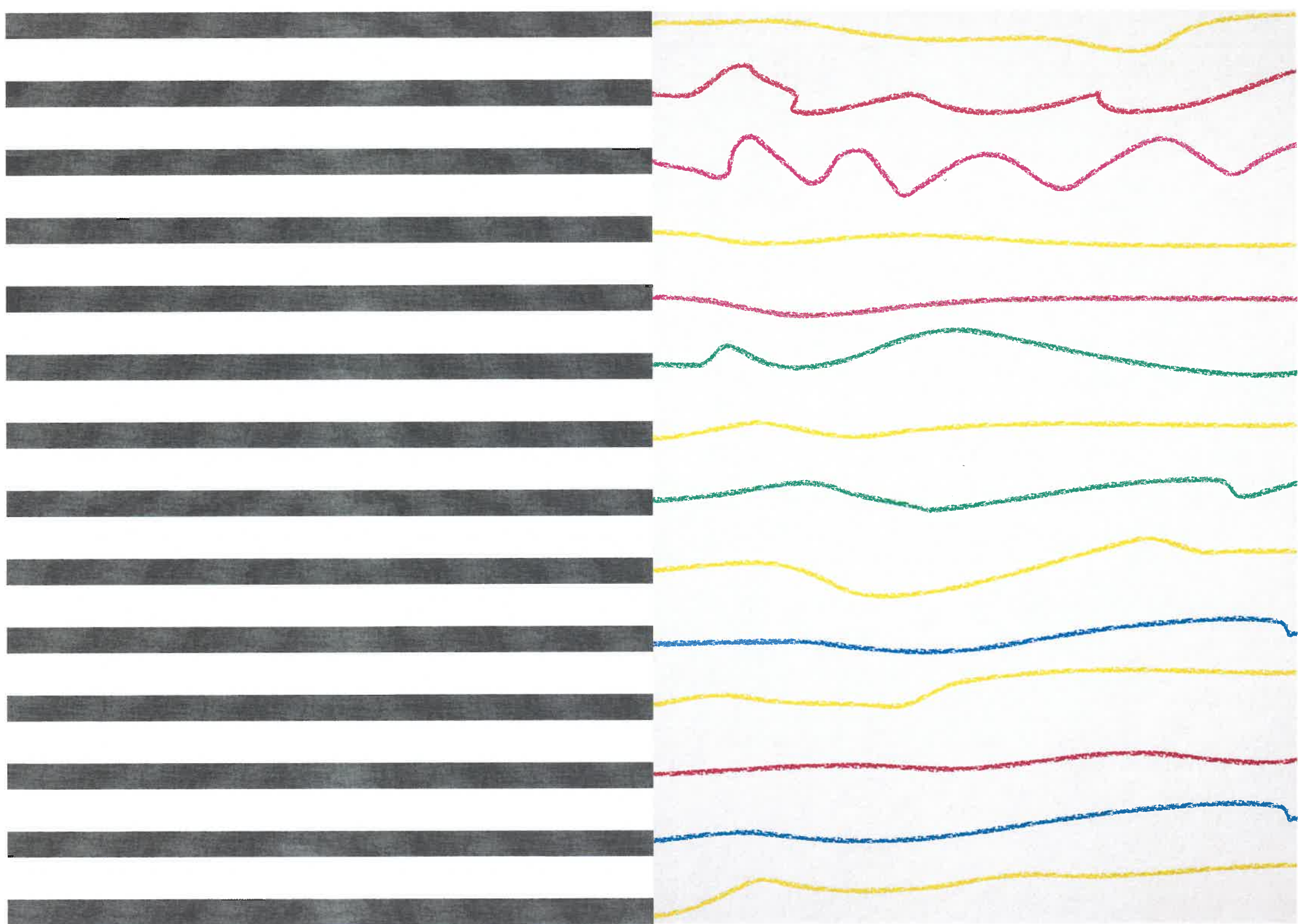


New Lives: Uncovered



Yellow Ribbon Fund
ANNUAL REPORT 2018





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Chairman's Message



2018 has been a fruitful year for Yellow Ribbon Fund. We have strengthened our current programmes and services and enhanced our governance to improve effectiveness, transparency and public accountability.

We believe that every willing ex-offender can change if given the appropriate support. In 2018 alone, we have awarded 20 bursaries to ex-offenders under the YRF Skills Training Assistance to Restart (STAR) programme. This programme provides financial assistance for their tuition fees and also career counselling and case management which aims to guide them in their reintegration journey.

With a targeted approach of serving higher risk children, YRF also enrolled 20 new families and 30 children into the Yellow Brick Road (YBR) Programme, bringing the total number of beneficiaries in the programme to 58 families and 91 children. We provide one-on-one tuition, interventions to prevent them from falling and

strengthen the families at critical points by individual and group case work.

As we strive to uplift our beneficiaries and support them in their journey, we do not forget about our important stakeholders such as Corporates and donors. To provide greater accountability and transparency to our partners and donors, YRF embarked on a rigorous exercise of internal audits to improve our governance and disclosures. In Nov 2018, YRF was recognized for our effort to achieve good disclosure practices by clinching the Charity Transparency Award. This award encourages us to further improve our processes and also provides assurances to our partners and donors. It is only with your support, we are able to progress through the years and continue the journey.

Every year, we move a step closer towards meeting our goal of lowering recidivism rate and creating an inclusive society for inmates,

ex-offenders and their families. This year's annual report theme as New Lives: Uncovered, reflects the effort made by YRF towards not only the journey of helping to rebuild the lives of the ex-offenders but also the lives of their families during their incarceration and reintegration process.

I would like to take this opportunity to thank past and present Committee members for their contributions, our donors and volunteers for believing in and supporting our cause, and Singapore Prison Service and Singapore Corporation of Rehabilitative Enterprises for their hard work and efforts at supporting and advancing the cause of our beneficiaries.

Thank you.

Mrs Wong Ai Ai
Chairman
Yellow Ribbon Fund

Corporate Profile



The Yellow Ribbon Fund (YRF) is registered under Singapore Corporation of Rehabilitative Enterprises (SCORE). SCORE has been working with Singapore Prison Service (SPS) towards correctional efforts to keep the 2-year recidivism rate low and stable. Singapore's recidivism rate is considered low compared to other countries, showing a remarkable decrease from 27.3% for the 2008 release cohort, to 23.7% for the 2016 release cohort.

SCORE is the secretariat of the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, an alliance of public and non-government agencies that aims to promote supportive aftercare for ex-offenders. The Yellow Ribbon Fund has been granted Institute of Public Character (IPC) status since August 2004 (Charity Registration Number (UEN): T04CC1808H).

Upon their release from prison, many ex-offenders face challenges in moving forward in their lives. The Yellow Ribbon Fund devotes itself to administering funding support for rehabilitation and reintegration programmes for ex-offenders and their families.

YRF seeks to provide financial support to ex-offenders through the following:

- **Rehabilitative and Aftercare services to inmates before and after their discharge.**
- **Services associated with rehabilitation and reintegration for family members of inmates before and after their discharge.**
- **Public awareness programmes aimed at creating awareness in giving second chances.**

Did You Know?

In 1999, the recidivism rate* was above 40%. Based on the 2016 release cohort, the recidivism rate had decreased to 23.7%.

*Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.



Impact in 2018

S\$ 1,161,910 was disbursed to support
3816 ex-offenders, families and children of the incarcerated.

11%

Financial Assistance

S\$ 130,359

to provide short-term financial support to
2455 ex-offenders and families

13%

Residential Support

S\$ 162,000

to support **50** ex-offenders and fund
5 agencies to provide bedspaces

35%

Education and Training

S\$ 390,088

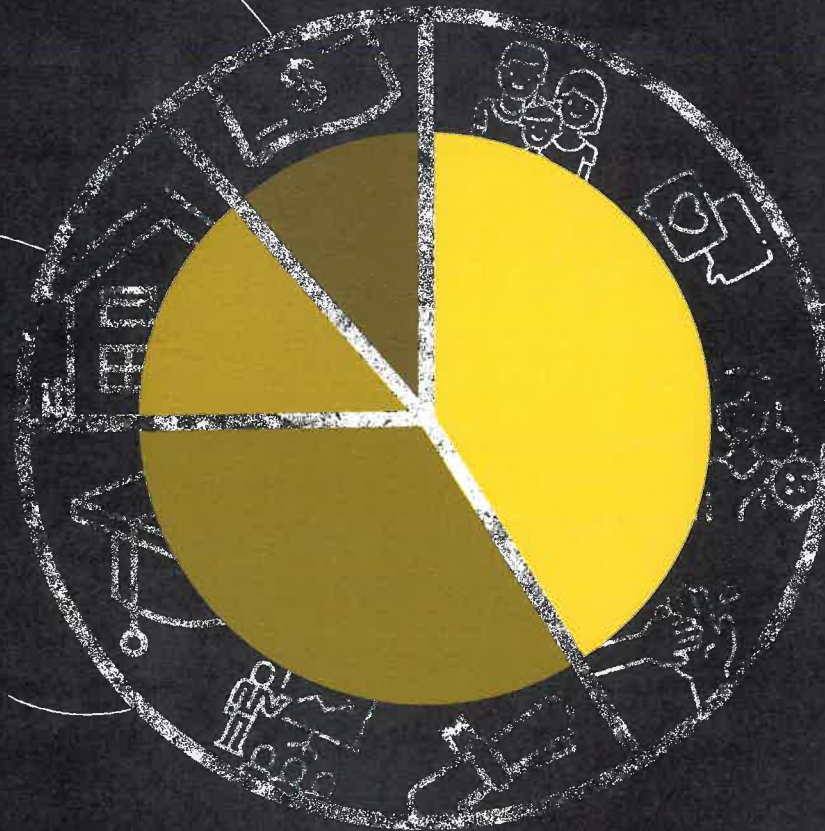
to support **63** ex-offenders
in their academic studies

41%

Reconnecting Families

S\$ 479,463

to support **1248** families and children
and assist with tuitions, enrichment
workshops and family bonding activities



New Lives: Uncovered

The journey towards a new life, with new beginnings, is never an easy one for ex-offenders. It is one that requires us to come together to support them, share their burdens and give hope.

In this next section, hear from ex-offenders and their loved ones as they share their **stories of resilience and overcoming struggles**. Every story serves as hope and motivation to the many Yellow Ribbon Fund volunteers, donors, community partners and staff who work fervently for a better future for many.

Discover their heart-warming stories as we uncover new lives.



Creating *New Paths*

Providing *More Opportunities*
to Ex-offenders *Through*
Education



In Singapore, education is a key driving force and social leveller which enhances the ability of ex-offenders to realise their talents and enable them to pursue their goals for a better future. With a higher education level, ex-offenders have a better chance to compete for success when seeking employment.



STAR Bursary Beneficiary:

Jane Tan

When ex-offenders are given the opportunity to pursue a tertiary education, they are able to break away from their existing social circles and connect with people of different backgrounds who are driven by positive social values. This helps to influence their outlook in life and raise their self-esteem, allowing them to move forward in their lives.

29 year-old Ms Jane Tan was incarcerated for 5 years and 8 months for drug trafficking. Prior to her incarceration, she was pursuing her part-time studies with UniSIM. Due to the incarceration, she was unable to complete her studies.

Ms Tan's parents are divorced. Ever since her sister moved out, she has been living with her mother, who is self-employed and earns less than \$1000 every month. After her release, Ms Tan was determined to resume her studies and turn her life around. She found a full-time administrative job with an income of \$1,600. However, she was unable to support her education loan and family at the same time.

She approached Yellow Ribbon Fund for assistance and was awarded the YRF STAR Bursary. The programme provided financial

assistance for her studies. Additionally, the programme also provided case management support to help her reintegrate back into the society smoothly.

Upon her completion of the programme, she was given the opportunity to be promoted to a managerial position in her company, earning up to \$2,500 per month. Her new income allowed her to provide a better life for her mother. Ms Tan is grateful for the support and acceptance from the community. She now volunteers in her free time by providing English tuition for children from low-income families.



Renewing Lives and Relationships

Upon release, many ex-offenders require short-term financial assistance to restart their lives. YRF set up an emergency fund to support newly released ex-offenders, families and inmates who are in need of short-term financial assistance. In 2018, YRF provided financial assistance to support more than 2000 beneficiaries.

*Supporting Ex-offenders and
Families Through Financial
Assistance*

Yellow Ribbon Emergency Fund Beneficiary:

Kenneth Lee



“I knew that I had to change, and I was very determined to do so.”

Mr Kenneth Lee is a 30 year-old man who was previously incarcerated for gang-related offences. The incarceration caused him to be estranged from his family members, who were once close to him.

“My parents were so heartbroken. My mother was constantly crying, and my father even said that he did not want to have a son like me,” he confessed. “That was the moment I realised how much I had disappointed them.” The incarceration was a wakeup call for Mr Lee. “I knew that I had to change, and I was very determined to do so,” he said.

Upon his release in May 2018, Mr Lee proactively sought for job opportunities. However, he faced challenges as he exhausted his savings within the first three weeks of finding employment.

“My savings were exhausted by the end of three weeks,” he said. “Despite being employed, I could not afford the upcoming month’s transport fees and food.”

Yellow Ribbon Fund provided short-term financial assistance to Mr Lee until he received his first salary. He was recognised by his employer for his diligence and was given an opportunity to undergo managerial training and was promoted to the Assistant Manager of his company within a short period of 3 years. Today, Mr Lee is married with 2 lovely children. Additionally, he had managed to rekindle his broken relationship with his parents.

“If I had not been assisted with money to continue my employment, I would have gone back to my old friends and things would have been the same as before,” said Mr Lee.

Unveiling a *Better Future*

Strengthening Ties of Inmates' Families *Through Nurturance*

Often, the families and children of inmates are the silent victims who are left unheard. To reduce the detrimental effects and burdens placed on them, the Yellow Brick Road (YBR) Programme was implemented with a focus to rebuild and strengthen family relationships while nurturing these children's learning by targeting their cognitive and socio-emotional development. Since the inception of the programme, more than 84 families and 129 children have benefitted from the programme.



Yellow Brick Road Beneficiary:

Ana Mariana

“Through the Yellow Ribbon Programme, I was able to spend quality time with my daughters and understand them better.”

Madam Ana has 2 daughters whom she cares for deeply. Due to the incarceration of her husband, her children did not have sufficient opportunity to interact with their father.

As the new sole breadwinner, Madam Ana supported her family by working long hours, even during the weekends, at the cost of spending less quality time with her children. As a result, her daughters did not share their feelings openly and kept a distance from Madam Ana. With the support of Yellow Brick Road (YBR) Programme, they attended family bonding sessions, which helped to improve their relationship and communication skills.

“Through the programme, I was able to spend quality time with my daughters and understand them better,” said Madam Ana.

Mabel and Charlotte attended group work sessions which equipped them with skills to cope and manage their emotions. The group work sessions also provided a platform for Madam Ana to manage their emotions, as well as to interact and understand her children better.

Through the carefully-tailored interventions of the programme, the family was able to stay resilient and connected. They now look forward to the return of their father.

Supporting the *Reintegration Journey*

Aiding Ex-offenders' Growth Through *Meeting Reintegration Needs*

Housing is a critical need for an ex-offender upon his release from prison. Many newly released ex-offenders might experience rejection from their families or lack a safe environment to return to.

YRF implemented the YRF Residential Aftercare Support Programme (RASP) which seeks to provide temporary shelter assistance to ex-offenders for a period of up to 6 months. This alleviates the immediate pressures faced by the ex-offender while he works towards securing long-term accommodation and employment.



Residential Aftercare Support Programme (RASP) Beneficiary:

Shah Iskandar

“I am thankful for the programme as it has given me shelter for 6 months, and helped me upgrade my skillset.”



Mr Shah, aged 44 years, was previously incarcerated. He was incredibly remorseful for his past errors and was intend on making amends. With a strong sense of commitment, he completed his in-care programme in prison without any difficulties or hindrance. However, he faced significant challenges securing accommodation upon his release.

With the help of RASP programme, Mr Shah was referred to HEB-Ashram halfway house. He continues to stay in a halfway house while working closely with a social worker, who review his progress quarterly to secure long-term or alternative accommodation.

Key Events and Activities of 2018

Yellow Ribbon Fund Charity Golf Dinner 2018

The YRF Charity Golf and Dinner 2018 was held on 9 May 2018 at the Singapore Island Country Club. The event was graced by Minister of Culture, Community and Youth, Ms Grace Fu, and attended by more than 230 guests. The guests witnessed exciting highlights such as an enigmatic musical performance by Mr Razz and his band, MOJOMATICS. The beneficiaries were moved by the support given by both corporations and individuals. The event ended on a high note, with \$508,180 raised for YRF. The funds raised go towards supporting programmes and services under YRF.



Criminal Bar Charity Gala Dinner 2018

In support of the YRF, the Law Society of Singapore (Criminal Bar) organised a Charity Gala Dinner on 6 Apr 2018 at the Marina Mandarin Hotel. The event was attended by Minister for Home Affairs and Law, Mr K. Shanmugam, as well as 300 other criminal lawyers and judges. An IT firm, Acronis donated \$100,000 to commerce the 10 years collaboration with Yellow Ribbon Fund to equip inmates and ex-offenders with basic IT skills.

The total fund raised at the event was \$419,200. All proceeds will help provide financial support for rehabilitative services for ex-offenders, as well as support programmes for their family members.



Dining Behind Bars 2018

Established in 2004, the Dining Behind Bars programme allows guests to understand the rehabilitation efforts made by Prisons and SCORE. Invited corporate representatives are given a chance to pay a special visit to the prison complex, where they are brought on an educational tour of the rehabilitative workshops happening within Prison compounds. Guests are also treated to a three-course western meal prepared by inmates who are mentored by guest chefs from the Singapore Chefs Association.

In 2018, Ms Indranee Rajah, Minister in the Prime Minister's Office, Second Minister for Finance and Education, attended one of the Dining Behind Bars event.



Chief Justice's Cup 2018

17 teams representing law firms, universities and halfway houses took part in the Chief Justice's Cup charity futsal on Saturday, 30 Jun 2018. The event was organised by the Singapore Academy of Law (SAL) and took place at Kovan Sports Centre. A total of \$108,600 was raised in support of the YRF-SAL Skills Training Assistance to Restart (STAR) Bursary, which provides educational bursaries to financially disadvantaged ex-offenders. The beneficiaries were definitely heartened by the encouragement shown.

Yellow Ribbon Prison Run 2018 10 Years and Running: On the Road to Acceptance

On 9 Sep 2018, the tenth edition of the Yellow Ribbon Prison Run saw about 6,500 runners, 180 volunteers and 50 organisations coming together on the road to acceptance. The four-member team category, "Run for Second Chances", was also opened to the public this year, which raised about \$130,000 from corporate and individual donors.

Guest-of-honour Mr Chan Chun Sing, Minister for Trade and Industry said, "In life, it's not just about how rich we have become (as a country) or how well the most-abled are able to do. The strength and character of a country are defined by how we are able to take care of the little, those with the least, those who may be lame and those who might be lost".



Charity Transparency Award 2018

Yellow Ribbon Fund clinched the Charity Transparency Award for the first time at the Charity Transparency and Governance Awards Ceremony 2018 on 29 Nov 2018. The Charity Transparency Awards is an initiative of Charity Council that aims to promote good transparency and governance by recognising charities with good disclosure practices.

YRF is committed to continue the emphasis on proper disclosure practices and governance processes to ensure best practices and accountability to all our stakeholders.

Yellow Ribbon Community Art Exhibition Transitions: Crossroads & Choices

Marking nine years of collaboration between Yellow Ribbon Project and the Singapore Art Museum, the Yellow Ribbon Community Art Exhibition was held from 22 to 30 Sep 2018 at Raffles City Singapore. Themed "Transitions: Crossroads & Choices", the 78 artworks on display were a culmination of a year's worth of planning and collaboration between inmates and their artist mentors.

This year's exhibition included a special display of illustrations titled "The Invisible Victims of Incarceration", drawn by children of ex-offenders under the CapitaLand-YRF Children Support Programme.

Guest-of-honour and President of the Republic of Singapore Mdm Halimah Yacob said, "I recently visited the Changi's women prison. During the visit, I met many of the inmates and they told me that the support of their families is really something that keeps them going in the recovery process."





Partnership with Acronis

Acronis, a global leader in hybrid cloud data protection and storage, was founded in Singapore in 2003 and began its support for the Yellow Ribbon Fund in 2018 with a long-term commitment of SGD \$1 million in funding and services for the next 10 years. Called the YRF-Acronis IT Skills Programme, the programme is designed to provide certified IT training to ex-offenders.

Through the strong support of Acronis, more than 30 ex-offenders have undergone the training and attained WSQ ICDL certificates so far. Apart from the IT skills, volunteers and staff from Acronis have also imparted skills such as interviewing techniques, CV creation, and soft-skills training which are crucial to their reintegration journey.

At the end of the training, families of the ex-offenders were invited to a graduation ceremony to celebrate as their loved ones took the stage and received their certifications.

"One of our most fundamental beliefs is that knowledge is everything. We are certain that people with prior convictions can have a better life if given the opportunity. The YRF-Acronis IT Skills Programme provides ex-offenders with a platform where they can rewrite their biographies," said Acronis Founder and CEO, Serguei Belousov.

Partnership with LASALLE College of the Arts

In hopes of strengthening YRF's digital reach and online presence, YRF partnered with LASALLE College of the Arts to produce three videos that focus on the impact of YRF programmes. These videos allow YRF to reach out to online audiences by sending a message to donors that had made any contribution, no matter how small, can make a huge difference to the lives of the beneficiaries. These videos on beneficiary stories were posted on Yellow Ribbon social media platforms, and have gained close to 4,000 views.



Board Governance

The systems and processes for managing the overall direction, effectiveness, supervision and accountability of a charity organisation is crucial. Good governance is an important criterion for the public and stakeholders to decide whether to donate or volunteer their services to a charity. The board of the charity has the responsibility to implement good governance practices for effective performance and operation of the charity.

YRF is governed by a group of Board members who are appointed by Ministry of Home Affairs (MHA). The Board has established five sub-committees. They are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit Committee and Family & Children Welfare Committee.



Board Roles and Composition

YRF is governed by a group of Board members who are appointed by Ministry of Home Affairs (MHA). All Board members do not receive any remuneration for their involvement in YRF. The Secretariat team consists of Assistant Secretary and Assistant Treasurer appointed Chairman YRF. Under the YRF Rules and Regulation, staff are not allowed to become Board members. The appointment of all Board members is for a term of three years. Under the Code of Governance, the Board ensures that there is a maximum term limit of 6 consecutive years for all Board members. The term limit for the Treasurer is two consecutive terms of up to two years each. All Terms of Reference for the Board are given to the Board members with their appointment letters.

Board Committee

The Board has established five sub-committees. They are the Advancement Committee, Audit Committee, Family & Children Welfare Committees, Fund Allocation Committee and STAR Bursary Committee. All meeting minutes are signed by Chairmen of the respective committees and circulated to Chairman YRF within two weeks of approval. The attendance of sub-committees are reported to Chairman YRF.

Board Meetings

The Board meets at least once every three months, with a quorum of at least one-third of the Board. All proceedings and decisions of Board meetings are minuted and circulated to the Board. The Board provides leadership and guidance to Management on YRF's overall strategy to ensure compliance with YRF's governing instrument and all relevant laws and regulations. The Board makes sure that the Charity runs well and operates responsibly so that the Charity would continue to be effective, credible and sustainable.

Conflict of Interest

All staff and Board members should act in the best interests of the Charity. The Board has established a Conflict of Interest Policy for Board members and staff to declare any personal or vested interest in business transactions, contracts and/or joint ventures that YRF may enter into. The conflict of interest declaration for the Board members are done on an annual basis. Where a conflict of interest arises, the Board member concerned are abstained from decision making so as to allow a fair and transparent decision making process.

Strategic Planning

The Board is involved in the review of any shift in YRF's corporate strategy to stay relevant to its changing environment and needs. The Board is also informed of any changes to the focus area and resources required through approval at its respective committees. This information is communicated to the members of the public through the annual report and corporate website.

Financial Management Controls and Internal Controls

The work plan and budget of YRF are submitted for approval by the Board in the fourth Main Committee meeting annually. Analysis of financial reports are also tabled quarterly at the Main Committee meetings. YRF has established a set of Financial Rules and Regulations to govern financial matters in key areas such as budget planning, operating of bank accounts, receipts and records of payment. The Board monitors the budget income and expenditure regularly to ensure YRF operates efficiently and adheres to the financial governance policies. The annual accounts are also audited by internal audit, Shared Services for Charities and external professional audit firms.

Reserve Policy

The Board has established a Reserve Policy in the YRF's financial statements 2017. YRF aims to build a reserve that is equivalent to three years, and no more than five times of its annual operating expenses. This is to provide financial stability and the means to support its ongoing programmes and develop its principal activities.

Fundraising Practices

YRF has established guidelines on fundraising. These guidelines are reviewed regularly and donations are received in compliance with the procedures.

Disclosure and Transparency

All YRF Main Committee and Sub-committee members are volunteers and do not receive remuneration from YRF. The annual report is published on the Yellow Ribbon Fund website.

Public Image

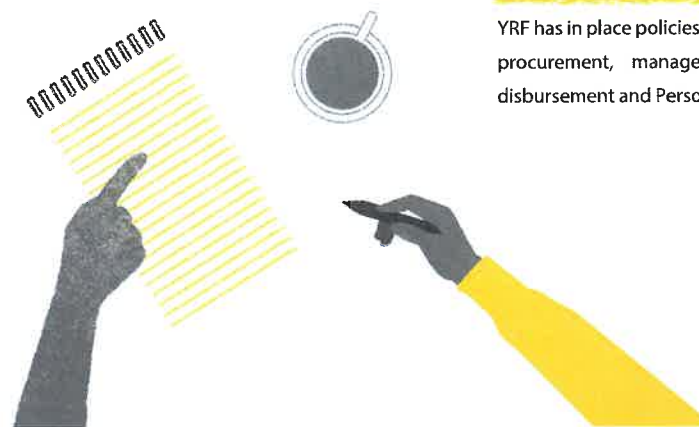
YRF has established procedures relating to releasing information about YRF and its activities to the media, its stakeholders and the public. Information is made available on Yellow Ribbon website, and its annual reports are sent to various stakeholders.

Risk Management

Procedures and systems have been established to identify, review and manage any major risks YRF may be exposed to.

Other Policies

YRF has in place policies covering cash and donation, procurement, management of meetings, fund disbursement and Personal Data Protection Act.



Board Governance

Yellow Ribbon Fund Governance Evaluation Checklist

S/N	DESCRIPTION	CODE ID	RESPONSE (SELECT ONE OPTION)	REASONS FOR NON-COMPLIANCE
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board	1.12	Compiled	
	Are there board members holding staff appointments? (Skip items 2 and 3 if "No")		No	
2	Staff do not chair the board	1.13	Not Applicable	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles	1.15	Not Applicable	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman)	1.17	Compiled	
5	All Board members submit themselves for renomination and reappointment	1.18	No, Ministry of Home Affairs will access and reappoint Board members based on term limits	
6	The Board conducts regular self-evaluation to assess its performance and effectiveness	1.1.12	No, Ministry of Home Affairs evaluate the performance and effectiveness of the Board	
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years	1.1.13	Not Applicable	
8	There are documented terms of reference for the Board	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest	2.4	Complied	
Strategic Planning				
11	The Board reviews and approves the strategic plan to ensure the activities are in line with its objectives	3.2.2	Complied	

S/N	DESCRIPTION	CODE ID	RESPONSE (SELECT ONE OPTION)	REASONS FOR NON-COMPLIANCE
Human Resource Management				
12	The Board approves documented human resource policies for staff	5.1	Not Applicable	YRF follows SCORE's HR policies and practices
13	There is a documented Code of Conduct for Board members, staff and volunteers	5.3	Not Applicable	YRF follows SCORE's HR policies and practices
14	There are processes for regular supervision, appraisal and professional development of staff	5.5	Not Applicable	YRF follows SCORE's HR policies and practices
	Are there volunteers serving in the Charity (Skip item 15 if "No")		No	
15	There are volunteer management policies in place for volunteers	5.7	No, YRF leveraged on YRP's volunteer management policies	
Financial Management and Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the Charity	6.1.1	Complied	
17	The Board ensures internal control systems for financial matters are in place with documented procedures	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events	6.1.3	Complied	
19	The Board ensure that there is a process to identify, regularly monitor and review key risks	6.1.4	Complied	
20	The Board approves an annual budget for the Charity's plans and regularly monitors its expenditure	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		Yes	
21	The Charity has a documented investment policy approved by the Board	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (Solicited or unsolicited) during the year? (Skip item 22 if "No")		Yes	
22	All donations received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")		Yes	
23	All donations-in-kind received are properly recorded and accounted for by the charity	7.2.3	Complied	

S/N	DESCRIPTION	CODE ID	RESPONSE (SELECT ONE OPTION)	REASONS FOR NON-COMPLIANCE
Disclosure and Transparency				
24	The charity discloses in its annual report: • Number of Board meetings in the year; and • Individual Board member's attendance	8.2	Complied	
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		No	
25	No Board member is involved in setting his or her own remuneration	2.2	Not Applicable	
26	The charity discloses the exact remuneration and benefits received by each Board member in the annual report or The charity discloses that no Board members are remunerated	8.3	Not Applicable	
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")		No	
27	No staff is involved in setting his or her own remuneration	2.2	Not Applicable	
28	The charity discloses in its annual report: • The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and • If any of the three highest paid staff also serves on the Board of the charity or The Charity discloses that none of its staff receives more than \$100,000 in annual remuneration each	8.4	Complied	
29	The Charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000 or The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information above the charity and its activities across all media platforms	9.2	Complied	

YRF Management Committee

YRF Main Committee Members 2018

Chairman

Mrs Wong Ai Ai	Member, Global Executive Committee Chair, Asia Pacific Region Baker & McKenzie
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Vice-Chairman

Mr Manraj S. Sekhon	Chief Investment Officer Franklin Templeton Investments
Mr Keith Tan	Founding and Managing Partner Dymon Asia Capital (Singapore) Pte Ltd

Secretary

Mr Stanley Tang	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises
Mr Chow Chee Kin	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises
Mr Matthew Wee	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises

Treasurer

Mr Christopher Woo	Head of Tax PwC Singapore Pte Ltd
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Members

Mdm Shie Yong Lee	Deputy Commissioner Singapore Prison Service
Mr Goh Soo Lim	Senior Managing Director Certis Cisco Security Pte Ltd
Ms Liok Wei Theng Natasha Marie	Volunteer
Mr Mohamed Abdul Jaleel	Chief Executive Officer MES Group Investment Holding Pte Ltd & Group of Companies
Ms Charlotte Yew	Volunteer Prison Fellowship Singapore
Ms Lai Siu Chiu	Senior Judge Supreme Court of Singapore
Mr Asad Jumabhoy	Chief Executive Officer The Scotts Group Pte Ltd
Mr Nazri Hadi Saparin	Assistant to Editor Berita Harian Berita Minggu
Mr How Kwang Hwee	Director, Operations Singapore Police Force
Mr Lim Zhi Yang	Senior Director, Policy Development Division Ministry of Home Affairs

Members

Mr Lee Kim Shin	Managing Partner Allen & Gledhill LLP
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Advisor

Mr Phillip Tan	Chairman, Community Chest Group Finance Director, Citystate Capital Asia Pte Ltd
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There were four YRF Main Committee Meetings in 2018.

There is a minimum quorum of at least one-third of the Board required for each meeting.

In 2018, YRF achieved an average attendance of 68% of all YRF Main Committee Members.

Mr Manraj Sekhon joined Franklin Templeton Investments as the Chief Investment Officer in Feb 2018.

Mr Stanley Tang was the Secretary of YRF Committee until 20 May 2018.

Mr Chow Chee Kin was the Secretary of YRF Committee until 30 Oct 2018.

Mr Matthew Wee was appointed as the Secretary of YRF Committee on 1 Nov 2018.

Mr Goh Soo Lim joined Certis Cisco Security Pte Ltd as the Senior Managing Director in Oct 2018.

Mr How Kwang Hwee was a member of YRF Committee until 30 Jun 2018.

Mr Lim Zhi Yang was appointed as a member of YRF Committee on 1 Jul 2018.

Mr Lee Kim Shin was appointed as a member of YRF Committee on 1 Jan 2018.

YRF Advancement Committee

The YRF Advancement Committee plans and executes appropriate fundraising efforts that go towards funding a variety of rehabilitation and reintegration programmes as well as family support programmes to aid ex-offenders in their successful reintegration.

Chairman

Mr Keith Tan	Founding and Managing Partner Dymon Asia Capital (Singapore) Pte Ltd
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Members

Mr Lee Kim Shin	Managing Partner Allen & Gledhill LLP
Mr Mohamed Abdul Jaleel	Chief Executive Officer MES Group Investment Holding Pte Ltd & Group of Companies
Ms Liok Wei Theng Natasha Marie	Volunteer
Mr Asad Jumabhoy	Chief Executive Officer The Scotts Group Pte Ltd
Mr Pithambar Gona	Chief Financial Officer Bridge Data Centres (International) Pte Ltd
Ms Christina Teo	Chief Executive Officer uCare.io Pte Ltd

There were two YRF Advancement Committee Meetings in 2018.

There is a minimum quorum of at least three committee members required for each meeting.

In 2018, YRF achieved an average attendance of 64% of all YRF Advancement Committee Members.

Mr Lee Kim Shin was appointed as a member of the YRF Advancement Committee on 1 Jan 2018.

Ms Christina Teo was a member of the YRF Advancement Committee until 31 Dec 2018.

YRF Fund Allocation Committee

The YRF Fund Disbursement Committee reviews and evaluates the current programmes and services to ensure that they meet the needs of the targeted clientele and aftercare sector. The Committee assists in making recommendations to the YRF Committee in the areas of allocation and disbursement of funds to programmes and services.

Chairman

Mr Manraj S. Sekhon	Chief Investment Officer Franklin Templeton Investments
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Vice-Chairman

Mr Asad Jumabhoy	Chief Executive Officer The Scotts Group Pte Ltd
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Members

Mr Stanley Tang	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises
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Mr Chow Chee Kin	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises
------------------	--

Mr Matthew Wee	Chief Executive Officer Singapore Corporation of Rehabilitative Enterprises
----------------	--

Ms Lai Siu Chiu	Senior Judge Supreme Court of Singapore
-----------------	--

Mr Nazri Hadi Saparin	Assistant to Editor Berita Harian Berita Minggu
-----------------------	--

Mr How Kwang Hwee	Director, Operations Singapore Police Force
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Mr Lim Zhi Yang	Senior Director, Policy Development Division Ministry of Home Affairs
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There was one YRF Fund Allocation Committee Meetings in 2018.
There is a minimum quorum of at least three committee members required for each meeting.
In 2018, YRF achieved an average attendance of 33% of the YRF Fund Allocation Committee Members.
Mr Manraj Sekhon joined Franklin Templeton Investments as the Chief Investment Officer in Feb 2018.
Mr Stanley Tang was the Secretary of YRF Committee until 20 May 2018.
Mr Chow Chee Kin was the Secretary of YRF Committee until 30 Oct 2018.
Mr Matthew Wee was appointed as the Secretary of YRF Committee on 1 Nov 2018.
Mr How Kwang Hwee was a member of YRF Committee until 30 Jun 2018.
Mr Lim Zhi Yang was appointed as a member of YRF Committee on 1 Jul 2018.

YRF STAR Bursary Committee

The Yellow Ribbon Fund STAR (Skills Training Assistance to Restart) Bursary provides bursaries to financially needy ex-offenders for vocational and skills training to help them achieve employability and self-sufficiency. The YRF STAR Bursary Selection Committee interviews and recommends applicants for the programme.

Chairman	
Mdm Shie Yong Lee	Deputy Commissioner Singapore Prison Service
Members	
Mr Keith Tan	Founding and Managing Partner Dymon Asia Capital (Singapore) Pte Ltd
Ms Charlotte Yew	Volunteer Prison Fellowship Singapore
Ms Celeste Ang	Associate Principal Baker & McKenzie
Mr Lee Tzu Yang	Chairman The Esplanade Co Ltd
Ms Staphnie Tang	Volunteer
Mr Joshua Tay	Volunteer

YRF Audit Committee

The YRF Audit Committee facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities.

The Committee ensures the integrity of financial statements through its oversight of the organisation's financial reporting process, internal control system and audit function.

Chairman	
Mr Goh Soo Lim	Senior Managing Director Certis Cisco Security Pte Ltd
Members	
Ms Lai Siu Chiu	Senior Judge Supreme Court of Singapore
Mr Leow Tze Wen	Chairman EQ Insurance Company Ltd Group Managing Director Citystate Group Pte Ltd
Mr Khushroo Dastur	Managing Director Sirrus Advisory
Mr Bernard Peh	Managing Director University of Chicago
Mr Lee Kim Shin	Managing Partner Allen & Gledhill LLP
Ms Charlotte Yew	Volunteer Prison Fellowship Singapore

There was one YRF Audit Committee Meetings in 2018.
There is a minimum quorum of at least three committee members required for each meeting.
In 2018, YRF achieved an average attendance of 43% of all YRF Advancement Committee Members.
Mr Goh Soo Lim joined Certis Cisco Security Pte Ltd as the Senior Managing Director in Oct 2018.
Mr Bernard Peh was a member of the YRF Audit Committee until 31 Dec 2018.
Mr Lee Kim Shin was appointed as the member of the YRF Audit Committee on 1 Jan 2018.

YRF Family & Children's Welfare Committee

The YRF Family & Children's Welfare Committee looks at developing programmes to meet the needs for family and children of the incarcerated. The Committee evaluates the current family programmes and services for the family and children of the incarcerated.

Co-Chairman	
Mr Christopher Woo	Head of Tax PwC Singapore Pte Ltd
Ms Liok Wei Theng Natasha Marie	Volunteer

Members	
Mr Goh Soo Lim	Senior Managing Director Certis Cisco Security Pte Ltd
Mr Nazri Hadi Saparin	Assistant to Editor Berita Harian Berita Minggu
Dr Adelia Low	Volunteer
Ms Stephanie Lee	Volunteer
Ms Michelle Eng	Volunteer
Ms Laura Lim	Director Circulations & Promotions Burda Magazine
Ms Tan Min Li	Volunteer
Ms Marilyn Lum	Volunteer
Ms Lynn Yeow	Volunteer

Mr Goh Soo Lim joined Certis Cisco Security Pte Ltd as the Senior Managing Director in Oct 2018.
 Ms Lim Shu Ting, Laura was a member of the YRF Family & Children's Welfare Committee until 31 Dec 2018.
 Ms Tan Min Li was a member of the YRF Family & Children's Welfare Committee until 31 Dec 2018.
 Ms Marilyn Lum Wan Kay was a member of the YRF Family & Children's Welfare Committee until 31 Dec 2018.
 Ms Lynn Yeow was a member of the YRF Family & Children's Welfare Committee until 31 Dec 2018.

Financial Statements

YELLOW RIBBON FUND
(UEN: T04CC1808H) (IPC No: IPC000045)

Statement of Financial Activities

For the financial year ended 31 December 2018

	NOTE	2018 (S\$)	2017 (S\$)
Income			
Donation Income		1,466,549	841,244
Donation in Kind		30,000	-
Events Income		864,098	1,176,870
Grants and Bursary		1,417,976	466,746
Sales of Items		1,400	3,596
Miscellaneous Income		114,840	11,704
Total Income	10	<u>3,894,863</u>	<u>2,500,160</u>
Less: General Expenditure			
Audit Fee		13,952	4,718
Accounting Fee		9,300	-
Bank Charges		2,119	2,842
Charity Golf Expenses		59,280	-
Communnity Art Exhibition Expenses		1,482	1,469
Fund Raising Expenses		123,913	221,210
General and Miscellaneous Expenses		110,718	34,927
Manpower Cost	11	358,821	391,856
Other Event Expenses		7,669	5,494
Printing and Stationery		3,160	1,954
Transport		7,548	7,306
YBR Programme Expenses		64,602	64,387
YMCA Youth for Course Expenses		-	785
Total General Expenditure		<u>762,564</u>	<u>736,948</u>
Operating Surplus for the Year		<u>3,132,299</u>	<u>1,763,212</u>
Add/(less): Other Income/(Expenditure)			
Disbursement of Funds	12	(1,784,504)	(1,352,505)
Interest Income		18,039	12,118
		<u>(1,766,465)</u>	<u>(1,340,387)</u>
SURPLUS FOR THE YEAR		<u><u>1,365,834</u></u>	<u><u>422,825</u></u>

	NOTE	2018 (S\$)	2017 (S\$)
Surplus for the Year is Attributable as follows:			
Unrestricted Fund:	8		
General Fund		574,690	566,682
Designated Fund:			
Emergency Fund		-	(194,023)
Yellow Ribbon Children Fund		81,042	-
Restricted Fund:			
Care & Share Grant		733,944	(391,493)
Changi Foundation		(17,011)	-
ISCOS Fairy Godparent Programme		(92,450)	92,450
MES STAR Bursary		(17,186)	203,867
SAL STAR Bursary		31,387	7,808
Springer Singapore STAR Bursary		(4,533)	(3,406)
STAR Bursary		118,094	10,000
Subhas Anandan STAR Bursary		(54,204)	(39,862)
Surbana Jurong STAR Bursary		(12,359)	(14,089)
Temasek Cares Bursary		(31,690)	(9,321)
VCF Consultancy Grant		15,000	-
Yellow Ribbon Fund - Acronis IT Skills Programme		41,110	-
Yellow Ribbon Prestige Children Fund		-	194,212
		<u>1,365,834</u>	<u>422,825</u>

The accompanying notes form an integral part of these Financial Statements

Financial Statements

YELLOW RIBBON FUND
(UEN: T04CC1808H) (IPC No: IPC000045)

Statement of Financial Position

As at 31 December 2018

	NOTE	2018 (S\$)	2017 (S\$)
Assets			
Non-current Asset			
Equipment	4	6,017	24,064
Other Receivables	5	9,350	10,913
		<u>15,367</u>	<u>34,977</u>
Current Assets			
Other Receivables	5	282,568	349,047
Prepayments		6,954	5,565
Fixed Deposits	6	1,349,786	1,339,960
Cash and Bank Balances	7	5,319,731	3,563,049
		<u>6,959,039</u>	<u>5,257,621</u>
Total Assets		<u>6,974,406</u>	<u>5,292,598</u>

	NOTE	2018 (S\$)	2017 (S\$)
Funds and Liabilities			
Funds			
Unrestricted Fund:			
General Fund		3,808,953	3,213,613
Designated Fund:			
SCORE Skills Training		-	20,650
Yellow Ribbon Children Fund		622,309	-
Restricted Fund:			
Care & Share Grant		722,523	(11,421)
Changi Foundation		(17,011)	-
ISCOS Fairy Godparent Programme		-	92,450
MES STAR Bursary		186,681	203,867
SAL STAR Bursary		502,032	470,645
Springer Singapore STAR Bursary		7,089	11,622
STAR Bursary		231,615	113,521
Subhas Anandan STAR Bursary		181,611	235,815
Surbana Jurong STAR Bursary		29,166	41,525
Temasek Cares Bursary		44,925	76,615
VCF Consultancy Grant		15,000	-
Yellow Ribbon Fund - Acronis IT Skills Programme		41,110	-
Yellow Ribbon Prestige Children Fund		-	541,267
Total Funds		<u>6,376,003</u>	<u>5,010,169</u>
Current Liabilities			
Other Payables	9	598,403	282,429
Total Funds and Liabilities		<u>6,974,406</u>	<u>5,292,598</u>

The accompanying notes form an integral part of these Financial Statements

Thank
YOU for
your SUPPORT

Thank you for being such passionate and caring Yellow Ribbon Champions. Together, we can lead the way in helping to unlock the second prison.

Support us!

If you would like to make a donation to us, please make your cheque payable to Yellow Ribbon Fund.

Yellow Ribbon Fund
Prisons HQ
980 Upper Changi Road North
Blk B, Level 2
Singapore 507708

For more information, please go to our website:
www.yellowribbon.org.sg

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