



# ANNUAL REPORT 2025

## CORPORATE INFORMATION:

Trybe Limited (Formerly known as Save the Children Singapore Limited)  
Date of Incorporation: 2 November 1995  
Unique Entity Number (UEN): 199507763G  
Charity Registration Number: 1152 (Issued on 24 January 1996)  
IPC Registration Number: 623 (Issued on 1 June 2008)  
Governing Instrument: Constitution (A Company Limited by Guarantee)  
Registered Address: Block 479 Tampines Street 44, #01-241, Singapore 520479



## VISION

Every Youth  
A Success Story

## MISSION

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

## PURPOSE

Empower youths to  
overcome adversities

## VALUES

Resilience, Integrity,  
Serving, Excellence



## OBJECTIVES

- 1 To relieve the distress and hardships, and to promote the welfare of children in Singapore and in so far as may be permitted by the laws and regulations of Singapore, any country or countries, place or places, without differentiation on the ground of race, colour, nationality, creed or sex and to educate the public concerning the nature, causes and effects of distress, hardship and want of welfare as aforesaid and to make available the useful results thereof to the public.
- 2 Within the limits of the charitable objects set out above to do all or any of the under-mentioned things:
  - A to preserve child life wherever it is menaced by conditions of hardship and distress;
  - B to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;
  - C to promote child welfare and all that may concern the well-being of children in any charitable way including (without prejudice to that generality) by the provision of and support for the education of children (whether formal or informal, academic or vocational) for their proper nourishment, hygiene and health care (whether preventive or prescriptive, general or personal), for their better housing, for the provision of good water and sanitation, for the support of family life and child care (in any context), for their legal protection and representation, for the provision of their opportunity for sports, recreations, arts and crafts and for their security and safety; and
  - D to enquire into the needs of those who may be benefited hereunder the better to promote the charitable objects aforesaid.
- 3 Generally to aid, assist and give relief in any manner and to any extent, including in the absolute discretion of the Directors of the Company the application of the whole or any part of the assets for the time being of the Company, to any charitable institution whose object or objects are similar to or comparable with the objects of this Company including but not limited to hospitals, sanatoria, homes or places of refuge or shelter, libraries, orphanages, industrial welfare establishments and other charitable organisations. Provided always that notwithstanding anything heretofore contained no grant, aid or assistance shall be given which shall be in aid of any political organisation or for any political purpose.

# STRATEGIC DIRECTIONS

## TRAUMA-INFORMED ORGANISATION

- We embrace a trauma-informed culture
- We align organisational policies and processes with trauma-informed principles
- We develop services with trauma-informed approaches at its core

## IMPACT-DRIVEN SERVICES

- We measure and monitor the impact of our services
- We articulate the collective impact of our services
- We are guided by data and insights in service development

## SUSTAINABLE SERVICES & RESOURCE MANAGEMENT

- We develop partnerships that amplify our reach and impact
- We invest in capacity building to grow and meet the challenges of the future
- We build financial resilience through diversified income streams

As we advance our strategic priorities, we recognise that meaningful and lasting change cannot be achieved alone. In 2025 we have been especially intentional about strengthening partnerships, working closely with funders, partners, volunteers, and the wider community to co-create a holistic and supportive ecosystem for our youths.

At the same time, we have taken steps to strengthen our foundations as a trauma-informed organisation. This journey began with the formation of a dedicated committee and has progressed into an organisation-wide learning and training journey to build shared understanding and practice.



Our Patron, Ms Rachel Ong (right), and Chairperson, Mdm Praise Wong (left), showing appreciation to BNP Paribas at Trybe's 30th Anniversary Luncheon.



Board Members and Trybe staff from the TIO (Trauma-Informed Organisation) Committee during the Melbourne study trip, together with representatives from Restoring Resilience.

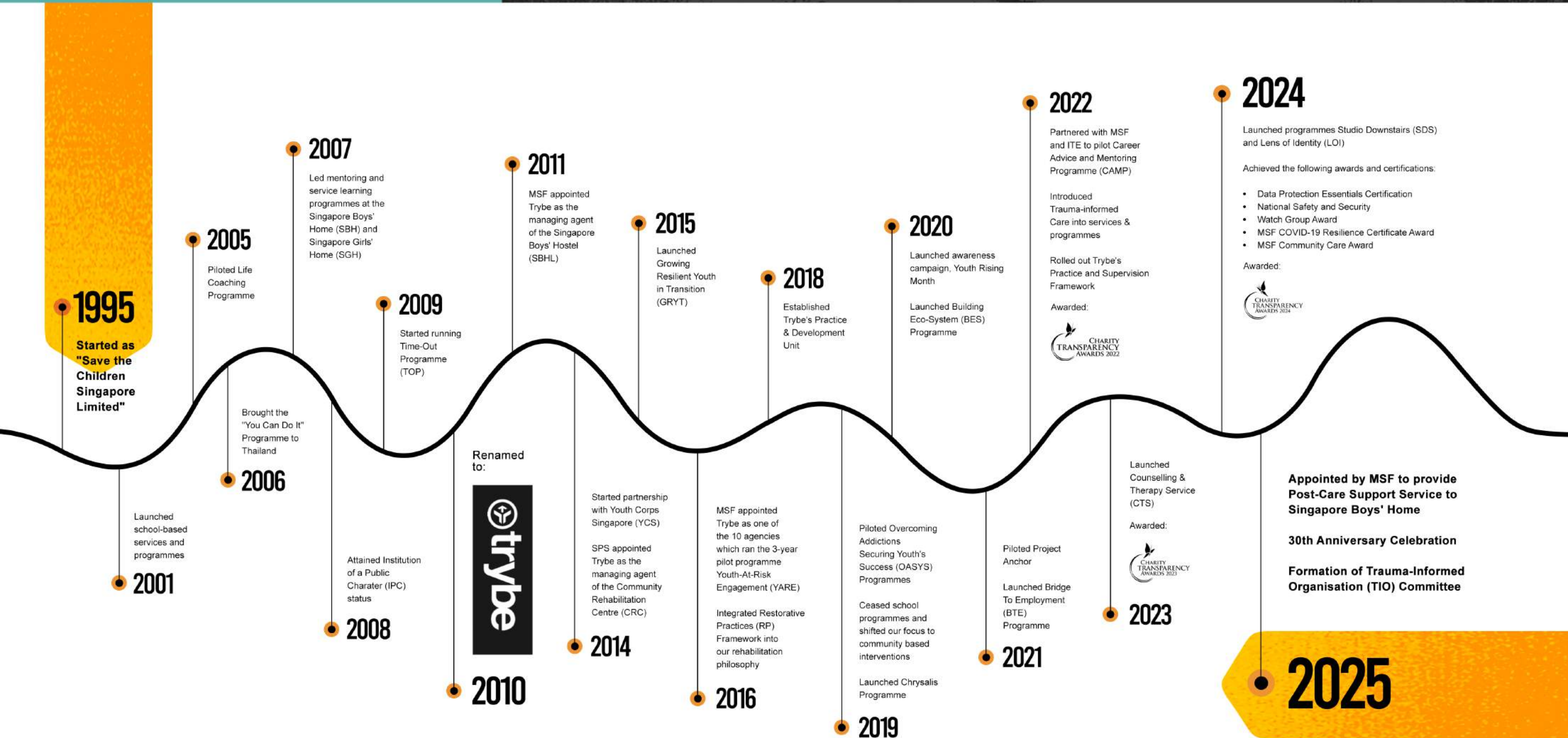


A candid moment with Board Member, Mrs Jasmine Chin-Sabado, staff, and partners at the luncheon.



A learning visit to the Australian Childhood Foundation in Melbourne, an organisation with established trauma-informed practices.

# MILESTONES



# CHAIRPERSON'S MESSAGE



Thirty years on, Trybe stands at an important point in its journey. While this milestone gives us much to be grateful for, it also brings greater clarity to the responsibility ahead. The social landscape continues to shift, and Trybe must continue growing with discipline and purpose if we are to remain responsive to the youths and families who need us.

Our 30th Anniversary has also underscored how deeply Trybe's work has always been sustained by community. Through the Thrive Together: Celebrating Milestones, Shaping Futures campaign, we honoured the people and partnerships that have shaped our journey across three decades. We are deeply grateful to all who continue to place their trust in our work.

The next chapter of Trybe's journey cannot be shaped by the organisation alone. It will require individuals, advocates, partners, and institutions who are willing to stand with young people facing adversity and help create the conditions for them to heal, grow, and move forward. Whether through advocacy, partnership, professional expertise, or tangible support, there is a role many can play in the work ahead.

Our path towards Vision 2027 is centred on three key priorities:

- **Becoming a Trauma-Informed Organisation**
- **Strengthening impact-driven services**
- **Building sustainable services and resource management**

These priorities reflect the direction Trybe must take in the years ahead.

Our commitment to becoming a Trauma-Informed Organisation is especially important. It will shape not only our services, but also the way we lead, govern, support staff, and build a culture that responds to adversity with greater understanding and consistency.

Strengthening impact-driven services means continuing to sharpen the relevance, quality, and effectiveness of our work, so that the support we provide remains meaningful to the

youths and families we serve. It also calls us to better understand, measure, and articulate the difference our services are making.

Building sustainable services and resource management means ensuring that Trybe has the partnerships, capabilities, and organisational resilience needed to carry this work forward well. It is about stewarding our resources responsibly so that we can continue to serve with consistency, integrity, and purpose over time.

As a Board, we remain committed to stewarding this direction responsibly. We have also continued to strengthen our own effectiveness through training in charity leadership, reserve management, social impact, and trauma-informed care, alongside our regular practice of self-evaluation. This investment in governance supports the stability, accountability, and foresight needed to carry Trybe's mission well.

I also want to acknowledge the Trybe team. In a sector like ours, staff welfare and development are closely tied to the strength of the organisation and the quality of care our youths receive. The efforts made this year to support staff well-being, learning, and resilience reflect an important commitment to building an organisation that can care sustainably and serve well.

I believe Trybe's strongest years are still ahead of us, and that the work we continue to build together will make an even greater difference in the lives of young people. "Every Youth A Success Story" remains at the heart of what we do, and of all that we are striving towards.

**Mdm Praise Wong**  
Chairperson

2025 has been a significant year for Trybe. As we marked our 30th Anniversary, we continued the important work of strengthening the organisation from within, deepening partnerships, and translating our longer-term direction into concrete steps. Building on the strategic planning work undertaken in 2024, we made steady progress in advancing Vision 2027 and the three strategic thrusts guiding that journey. A key focus this year has been putting the right foundations in place, so that Trybe can continue to grow as a trauma-informed, impact-driven, and sustainable organisation, able to respond with clarity to the evolving needs of youths and the broader ecosystem around them.

One of the clearest areas of progress has been our move towards becoming a Trauma-Informed Organisation (TIO). In 2025, we laid important groundwork through the formation of a dedicated TIO Committee and the beginning of an organisation-wide learning journey to build shared understanding and practice. This was further strengthened through the committee's study trip to Melbourne, where staff and Board Members engaged with organisations with established trauma-informed practices and gained insights into programme design, staff support, and organisational culture. These learnings are now informing the frameworks and implementation plans for the next phase of this journey. This shift shapes how we build trust and create the conditions for healing and growth across our programmes, within our teams, and in the communities we serve.

This year also reinforced the importance of partnerships in building a more coordinated ecosystem of support for youths. We remained intentional about working closely with funders, corporate partners, volunteers, and the wider community to strengthen coordinated support and create meaningful opportunities for youths. This was especially visible in our 30th Anniversary campaign, Thrive Together: Celebrating Milestones, Shaping Futures, which honoured the people and partnerships that have shaped Trybe's journey and raised over half a million dollars to sustain and grow our impact.

We saw encouraging signs in both our reach and the outcomes achieved. In 2025, we supported over 300 referrals and served more than 500 youths. Our counselling

and therapy services continued to grow, delivering over 800 sessions, with 80% of clients reporting reduced psychological distress, reflecting improved emotional stability and coping. We also began offering post-care support to youths discharging from the Singapore Boys' Home, extending our work in supporting young people transitioning from residential care. At the same time, we onboarded more than 50 corporate and community partners to provide growth opportunities for youths through our Building Eco System (BES) and Lens of Identity (LOI) programmes. These reflect what becomes possible when partnerships deepen and support is better coordinated around each young person.

We cannot do this alone. Whether you have been journeying with us for years, or are just getting to know our work, there is a role for you to play. Your support, your partnership, and your shared belief in what is possible for young people will shape what comes next.

Together, we can ensure that fewer young people fall through the cracks, and that more are able to move forward with stability, purpose and hope.

**Yeo Bee Lian**  
Chief Executive Officer

# CEO'S MESSAGE



# EXECUTIVE COMMITTEE



**Yeo Bee Lian**  
Chief Executive Officer  
Appointed 1 June 2025

**Esther Chen**  
Director, Services & Programmes  
Appointed 1 April 2025

**Cristela Yeo**  
Head, Corporate Services  
Appointed 1 January 2018

**Heng Phok Jui**  
Head, Partnerships & Development  
Appointed 6 September 2025

**Elyna Wee**  
Head, Human Resources  
Appointed 16 February 2021

## ABOUT OUR EXECUTIVE COMMITTEE (EXCO)

Trybe's Executive Committee (EXCO) provides strategic leadership and oversight, guiding high-level planning, governance, and day-to-day operations. Comprising of the Chief Executive Officer and key senior management, the EXCO leverages their collective expertise to ensure the Company remains mission-driven, responsive, and effective, delivering services with integrity and efficiency. By maintaining a clear focus on the vision "Every Youth A Success Story", the EXCO drives sustained growth and strengthens our impact on the youths we serve.

## EXECUTIVE TEAM REMUNERATION, BENEFITS, AND CONFLICT OF INTEREST

To uphold the highest standards of integrity and transparency, Trybe maintains strict policies regarding compensation, increments, and bonuses. No staff is involved in determining their own remuneration.

One staff declared a conflict of interest during the reporting period, which was appropriately recorded and managed in accordance with the Company's policies.

## REMUNERATION OF TOP THREE KEY EXECUTIVES

SALARY BAND	NUMBER OF STAFF
Between \$100k and \$200k	3
Below \$100k	0

None of these three staff, nor any other staff, serve on the Company's Board of Directors. During the reporting period, the Company confirms that it did not employ any family members of the Chief Executive Officer or Board Members.

# BOARD MEMBERS



**Mdm Wong Kee Yin (Praise)**  
Director since 17 November 2015  
Appointed as Chairperson since 20 May 2023



**Mr Ng Lok Man (Daniel)**  
Director since 6 September 2007  
Treasurer from 18 February 2022 to 4 December 2025



**Dr Abishek Mathew Abraham**  
Director since 20 May 2023



**Mdm Yap Hong Meng (Jean)**  
Director since 20 May 2023  
Appointed as Treasurer since 5 December 2025



**Mrs Jasmine Chin-Sabado**  
Director since 20 May 2023



**Mdm Ho Hui Choo Jaime**  
Director since 20 May 2023



**Mdm Poon Lee Kiang Linda**  
Director since 1 July 2025



**Ms Ingrid Christina Hanson**  
Director since 12 July 2000  
(Resigned 16 May 2025)

## ABOUT OUR BOARD

The Board of Directors provides strategic direction and strong governance for Trybe. Drawing on diverse expertise, Board Members offer valuable insights and oversight to guide priorities and navigate the evolving social service landscape. Their stewardship ensures alignment with Trybe's mission and values, supports sound decision-making, and drives sustainable growth, accountability, and impact.

Click here to learn more about our Board Members: <https://trybe.org/board-members>

# BOARD MATTERS

## BOARD COMPOSITION

Notwithstanding the guidelines in the Constitution, the Board of Trybe Limited shall consist of Directors who are suitably qualified, i.e. well-respected, able to commit sufficient time to their roles, and possess the skills, knowledge, and/or experience necessary to effectively discharge their duties and any offices assigned to them. In recruiting new Directors, the Board seeks individuals who meet these criteria to ensure a balanced mix of expertise, experience, and commitment, supporting effective governance and strategic oversight.

The Board shall comprise of the following office bearers, minimally:

**Chairperson:** The Chairperson provides leadership to the Board, ensures the effective action of the Board in governing and supporting Trybe, and oversees Board affairs. The Chairperson acts as the representative of the Board as a whole.

**Treasurer:** The Treasurer manages the Board's review of and action related to the Board's financial responsibilities. Where necessary, the Treasurer may work directly with the finance executives to develop and implement appropriate financial procedures and systems.

**Secretary:** The Secretary maintains records of the Board and ensures effective management of corporate records.

*\*Corporate Secretary services are provided by Ms Gwendolin Lee Soo Fern from CitadelCorp Pte Ltd, supporting the Board in governance and regulatory compliance*

## RE-APPOINTMENT OF DIRECTORS/ BOARD MEMBERS

The reappointment of Directors adheres to the conditions outlined in the Constitution. At each Annual General Meeting (AGM), at least one-third of the Directors shall retire from office by rotation.

Re-appointment to the office of the Treasurer will be subjected to a lapse of two (2) years.

## BOARD DUTIES

A comprehensive guide outlining the roles and responsibilities of Directors can be found within the Terms of Reference (TOR) document. Each Director/Board Member may be assigned a specific task or duty, as appointed by the Chairperson. These may include, but are not limited to, Project Directors, Chair or Members of any Committees or Sub-Committees.

## SUCCESSION PLANNING

The Board remains committed to thoughtful succession planning to ensure leadership continuity and strong governance, particularly for key roles such as Chairperson, Secretary, and Treasurer. Succession planning continues to be embedded within the Board's recruitment and renewal processes, aligned with the Company's long-term strategy and evolving needs. Regular reviews of Board composition, term limits, and leadership requirements are conducted to support timely and effective transitions.

In 2025, the final year of the current three-year board renewal cycle, the Board appointed one new Director in July, further strengthening its collective expertise and diversity. This appointment builds on the progress made in previous years, with continued efforts to integrate newer members while maintaining

continuity through the guidance of experienced Directors.

The Board will continue to take a measured and forward-looking approach to succession planning, ensuring a balanced renewal process that preserves institutional knowledge while introducing fresh perspectives. This approach supports strong governance and positions the Company to meet its strategic priorities and sustain its long-term impact.

## REMUNERATION OF DIRECTORS/BOARD MEMBERS

Members of the Board of Directors do not receive remuneration for their services as stipulated in the Constitution.

## BOARD MEETINGS AND ATTENDANCE

The Board of Directors remained actively engaged throughout the year, providing strategic oversight and ensuring sound governance. Meetings were held at key intervals to support informed decision-making and uphold transparency and accountability, with details of meeting frequency and Directors' attendance set out below:

NAME OF BOARD MEMBERS	ATTENDANCE	BOARD MEETING (28/02/2025)	BOARD MEETING (16/05/2025)	BOARD MEETING (26/09/2025)	BOARD MEETING (05/12/2025)
Mdm Wong Kee Yin (Praise)	4/4	Yes	Yes	Yes	Yes
Mr Ng Lok Man (Daniel)	3/4	No	Yes	Yes	Yes
Ms Ingrid Christina Hanson <i>*resigned on 16 May 2025</i>	1/2	Yes	No	-	-
Dr Abishek Mathew Abraham	2/4	Yes	No	Yes	No
Mdm Yap Hong Meng (Jean)	2/4	Yes	Yes	No	No
Mrs Jasmine Chin-Sabado	3/4	Yes	Yes	Yes	No
Mdm Ho Hui Choo Jaime	4/4	Yes	Yes	Yes	Yes
Mdm Poon Lee Kiang Linda <i>*joined on 1 July 2025</i>	2/2	-	-	Yes	Yes

## DISCLOSURE FOR TERMS OF DIRECTORSHIPS BEYOND 10 YEARS

Two Board Members have served beyond the 10-year term: Mr Ng Lok Man, who joined on 6 September 2007, and Mdm Wong Kee Yin, who joined on 17 November 2015.

Mr Ng with a professional background in finance and banking, continues to provide essential expertise in financial oversight and strategic decision-making, which is vital to the organisation's effective governance and long-term sustainability.

Mdm Wong although serving as a Director for over 10 years, assumed the role of Board Chair only in 2023, bringing fresh leadership and a renewed perspective to the Board's strategic direction.

The continued service of both Directors is strongly justified by their proven contributions, deep institutional knowledge, and ability to ensure continuity in governance during a period of strategic growth and organisational development. At the same time, the Board remains committed to robust succession planning and actively works to identify and develop future leaders, ensuring a smooth transition and sustainable governance in the years ahead.

## BOARD SUB-COMMITTEE

The Board has established sub-committees to provide focused oversight and specialised guidance in key areas of the Company's operations. Each sub-committee is chaired by a Board Member, with membership comprising both Directors and non-Board participants with relevant expertise. This structure enables in-depth review, informed decision-making, and effective governance, while also serving as a platform to identify and engage potential Board Members, as well as for retired Directors to continue contributing their expertise. The table below lists the members of each sub-committee during the reporting period.

ROLE	HUMAN RESOURCES	AUDIT	FUNDRAISING	FINANCE	PROGRAMMES
Chairperson	Mdm Wong Kee Yin (Praise)	Mrs Jasmine Chin-Sabado	Mdm Wong Kee Yin (Praise)	Mr Ng Lok Man (Daniel)	Mdm Ho Hui Choo Jaime
Member	Ms Koh Wei Lee (Wendy)	Mdm Ho Hui Choo Jaime	Mdm Yap Hong Meng (Jean)	Mdm Yap Hong Men (Jean)	Dr Abishek Mathew Abraham
Member	-	-	Mdm Poon Lee Kiang Linda	-	-
Member	-	-	Ms Ingrid Christina Hanson	-	-

## BOARD TRAINING

The Board remained committed to strengthening its capabilities through continuous learning and development. In 2025, approximately 70% of Board members registered for the programme GovernWell: Excellence in Charity Leadership, organised by the Commissioner of Charities and partner organisations. Of the four core modules designed to enhance the governance capabilities of charity boards and senior leaders, Social Impact Essentials: Measuring & Communicating Impact by The Majority Trust was completed in 2025. This module supports the shift from simply reporting activities (e.g., number of beneficiaries) to demonstrating meaningful outcomes and impact — an approach increasingly important for accountability, fundraising, and strategic planning, and is fully aligned with our strategic priorities.

All Board Members attended at least one training session during the year, including a session on reserve management. This reflects not only their collective commitment to good governance and effective oversight, but also their individual dedication to deepening their knowledge, enhancing their skills, and staying informed on emerging trends and best practices in the service sector, enabling them to contribute more effectively.

In line with the Company's long-term goal of becoming a trauma-informed organisation (TIO), the Board also participated

in an in-house training conducted by an experienced counsellor and trainer.

This marks the beginning of the Company's trauma-informed journey, equipping the Board with foundational knowledge and insights on trauma-informed practices and the role of resilience in organisational governance.

The Board will continue to pursue targeted training initiatives in the coming year to further strengthen its governance, strategic oversight, and sector leadership capabilities.

## BOARD SELF-EVALUATION

The Board conducts regular self-evaluations, reviewing the results during Board meetings and taking appropriate actions to address areas for improvement.

The evaluation consists of three segments:

- (A) Individual Directors assess their involvement and contributions to the Company;
- (B) Directors evaluate their domain knowledge and skillsets relative to the Company's needs; and
- (C) Directors assess the overall performance and effectiveness of the Board.

This structured process promotes both individual accountability and collective growth. The Chief Executive Officer, guided by the Chairperson, determines the evaluation's approach and format to ensure it remains relevant and constructive for the Board's continuous development.

# BOARD IN ACTION

Throughout the year, the Board remained actively engaged in Trybe's work through programme visits, events, learning journeys, and stakeholder engagement sessions. Their involvement reflects a continued commitment to understanding the experiences and needs of youths facing adversities, staying connected to the ground, and

keeping sight of the impact of our services. Through regular engagement with Management, staff, and partners, the Board also provided guidance on strategic priorities and organisational development to support Trybe's mission and strengthen outcomes for the youths we serve.



Board Member, Mrs Linda Lee, and Trybe staff connecting over a shared meal.



Board Members and staff at an in-house introduction to trauma-informed care.



Trybe's TIO Committee, comprising of both staff and Board Members, during the Melbourne study trip on trauma-informed practices.



Board Members welcomed HSBC Singapore, partners, and professional golfers for a dialogue with Trybe's youth at our Tampines office.



BNP Paribas volunteers, Board Members, and Trybe staff at SBHL's Family Day Carnival in January 2025, supporting a signature family intervention programme that brought residents and their families together through shared activities and quality time.

# SERVICES & PROGRAMMES

## SINGAPORE BOYS' HOSTEL (SBHL)



The Singapore Boys' Hostel provides a safe place for youths in need of rehabilitation and support as they prepare to reintegrate into their families and the community.

## GROWING RESILIENT YOUTH IN TRANSITION (GRYT)



A reintegration programme that supports youth in their transition from an out-of-home care to the community.

## COUNSELLING & THERAPY SERVICE (CTS)



Through an integrative, trauma-informed and youth-centric approach, the service seeks to support and empower youths to improve their mental and emotional well-being.

## BUILDING ECO-SYSTEMS (BES)



An outreach and intervention programme that provides career guidance and coaching for youths who are unengaged, allowing them to prepare and qualify for sustainable jobs.

## LENS OF IDENTITY (LOI)



A programme tailored for youths aged 16 to 25, offering opportunities to connect with industry professionals, explore meaningful career paths, and document the experience through photography.

## STUDIO DOWNSTAIRS (SDS)



Focused on building an inclusive community, SDS offers a variety of workshops and interventions catered to the mental well-being of young individuals.

# IMPACT NUMBERS



# 300+

Referrals received and supported

Reflecting strong demand for our programmes and timely interventions for youths in need



# 500+

Youths served through Singapore Boys' Hostel and Community Interventions programmes

Providing structured, holistic support



# 800+

Counselling & Therapy sessions delivered

With 80% of clients reporting reduced psychological distress



# 50+

BES and LOI Partners onboard

Creating pathways to meaningful employment opportunities for youths



# 160

Attendances, reflecting sustained engagement in the SDS community

Supporting one another through shared experiences and creative workshops

# SBHL HIGHLIGHTS



## NUS CONSTELLATIONS:

### BUILDING CONFIDENCE THROUGH MUSIC AND MENTORSHIP

From January to March 2025, residents at Singapore Boys' Hostel took part in NUS Constellations, a long-term partnership with the NUS College of Alice and Peter Tan (CAPT) that has grown from a guitar-learning programme into a mentoring initiative.

Held every Tuesday, the programme used guitar-playing as a shared medium for learning, connection, and encouragement. Through these sessions, NUS student volunteers journeyed alongside our residents, helping them build confidence, develop musical skills, and form meaningful connections with positive mentors and role models.

More than learning an instrument, residents gained a positive outlet for self-expression and emotional regulation, while building relationships that supported their growth and development.



## EXPRESSIVE ART GROUP THERAPY:

### CREATING SPACE FOR EXPRESSION AND EMOTIONAL SAFETY



From June to August 2025, residents at Singapore Boys' Hostel participated in the Expressive Art Group Therapy programme, a weekly initiative focused on supporting emotional expression and regulation through art-based therapeutic activities.

Facilitated by Melrose Care, the sessions created a safe space for residents to explore their emotions through activities such as sewing, figurine-making, free painting, and creating a "safe box" — a personal piece that encouraged them to reflect on what helps them feel safe and supported.

Through the programme, residents developed new ways to express themselves and manage their emotions. One resident shared that the safe box activity helped him reflect on what he needed to feel safe, and that his loved ones are an important part of that space.



## DECEMBER CAMP:

### STRENGTHENING TRUST, UNITY AND GROWTH

In December 2025, Singapore Boys' Hostel collaborated with Camp Challenge to run a three-day year-end camp that gave residents the chance to step beyond their comfort zones and connect with one another in new ways.

As they faced challenges together, residents built trust, grew closer as a community, and created meaningful memories they can carry with them even after discharge. With staff present throughout the camp, the experience also helped strengthen bonds between residents and staff in a more informal and supportive setting.



# COMMUNITY INTERVENTIONS HIGHLIGHTS

## BES

### BES x BTSC CARES: PREPARING YOUTHS FOR THE WORKPLACE

In 2025, Building Eco-Systems (BES) collaborated with BTSC Cares, the community outreach arm of Bukit Timah Saddle Club, to pilot a scaffolded work tryout for youths who are NEET (not in employment, education or training). For youths with little or no practical work experience, the transition from individual preparation sessions to a first attachment with an employer can be a significant leap. The tryout was designed to bridge that gap and better prepare them for success.

Conducted in small groups across two half-day runs in May and August, the tryout gave youths a safe and structured environment to experience workplace responsibilities before entering actual placements. This helped prepare them for workplace demands while maintaining psychological safety, building confidence, and opening up clearer pathways for some participants, including an internship at a stable and volunteering at a dog shelter while pursuing work in pet grooming.



## BES 3.0:

### EMPOWERING YOUTHS TO CHART THEIR OWN GOALS AND DIRECTION

In 2025, the BES team reviewed BES 2.0 through feedback from clients, caregivers, and referral agents. The review found that many BES youths face unique adversities and may need a more individualised and trauma-informed approach to navigating their career journey.

In response, BES 3.0 was introduced to help youths better understand their challenges, identify their goals, and take greater ownership of their next steps. Moving away from a more standardised approach, youths now complete the Career Decision-Making Difficulty Questionnaire and discuss the barriers shaping their career decisions with BES workers, before co-creating individual SMART goals, timelines, and areas of learning. New elements such as a service landscape resource directory and tailored mentorship or stint opportunities further support each youth's unique pathway.

Together, these changes gave youths clearer direction, more relevant support, and greater confidence in planning their way forward.

## GRYT

### GRYT x LITTLE U: YOUTH VOICES IN THE EXPRESSION FESTIVAL

In October 2025, Growing Resilient Youth in Transition (GRYT) youths participated in the Expression Festival at Studio Downstairs, a session on youth mental health and self-expression organised with students from Little U. The session created a safe space for sharing, reflection, and connection through lived experiences, while also showcasing the progress and resilience of our GRYT youths.

A special highlight was Natasha, one of our GRYT youths, who presented a poem about her life experiences and personal growth. Her sharing reflected the resilience she has built over time, as well as the positive support she received through her journey with GRYT worker Helga.

The session gave participants an avenue to express themselves openly, learn from one another's experiences, and draw inspiration and encouragement for their own journeys.

## LOI



### LENS OF IDENTITY x BNP PARIBAS: CREATING SPACE FOR YOUTH VOICES

In 2025, volunteers from BNP Paribas took on a more active role in supporting youths in the Lens of Identity (LOI) programme, beyond their earlier involvement at the final gallery exhibition. LOI gives youths the opportunity to explore career possibilities and express their journeys through photography, including through visits to employer partners, a final showcase of their work, and documenting moments that reflected their growth and aspirations.

Across group sessions, volunteers provided added support by encouraging quieter youths to share their views and helping to keep discussions focused in a safe and supportive environment, while allowing staff to focus on the broader management of the programme. Youths also shared that volunteers listened to them and offered perspectives that broadened their worldview, while volunteers gained insight into the experiences of the youths we serve.

### We thank the corporate partners listed here for their generous support of our BES and LOI programmes:

Andaz Singapore, APB Singapore, Aquila Technologies, Bake'n Joy, BETTR, Birds of Paradise, BNP Paribas, Bold at Work, Bridge, BTSC Cares, Catopia Cafe, City Sprouts, Curious Thoughts Academy, Domino's, FairPrice Foundation, First Kick Academy, Flour Power, Foreword Coffee, Forward Auto, Grand Hyatt Singapore, Hyugga, Kita (Hatch), Last Scoops, Little Orca, Macarons.sg, Pet Eden Spa and Salon, Red Dot Penguins, Riding for the Disabled Association Singapore, Royal Fur Palace, Ruby Phoenixes, Safran, Saint Clare School, Smart Relocators, Sonic Bowl, The Ark Futsal, The Fullerton Hotel Singapore, The Good Guys Barbershop, The Learning Kitchen, Tina's Lash Brow Beauty, Unearthed Productions, Upwall Climbing, Wah Son Engineering, Xpressflower.



# TRYBE'S 30TH ANNIVERSARY



Staff representatives from all 4 Divisions performing together in celebration of the milestone.

## THRIVING TOGETHER: CELEBRATING MILESTONES, SHAPING FUTURES



2025 marked Trybe's 30th anniversary, a significant milestone that honoured the organisation's journey over the past three decades and the direction it continues to pursue. From humble beginnings in the living room of our Chairperson, with a small group of passionate volunteers, Trybe has grown into an organisation dedicated to supporting youths facing adversities.

To commemorate this milestone, we launched **Thrive Together: Celebrating Milestones, Shaping Futures**, a campaign that recognised the people, partnerships, and shared efforts that have shaped our work over the years. More than a celebration of history, it highlighted the collective support that has sustained Trybe's mission and enabled it to grow in relevance and reach.

The anniversary celebrations culminated in a 30th Anniversary Luncheon held on 7 November at Shangri-La. Graced by Guest of Honour Ms Rachel Ong, the luncheon brought together staff and alumni of the

Trybe community, alongside youths, volunteers across the years, community and corporate partners, and current and former Board Members. Bringing different generations of the Trybe community into one shared space, the event reflected both the organisation's roots and its continued growth.

The programme also featured staff performances and clients' testimonies, adding moments of warmth, honesty, and reflection to the afternoon. Together, they reminded guests that beyond milestones and growth, Trybe's story has always been shaped by people, relationships, and lives changed over time.

Structured around three segments, **Started Together**, **Journey Together**, and **Forward Together**, the luncheon traced Trybe's beginnings, honoured the many people and partners who have stood alongside the organisation, and looked towards the work that still lies ahead.



## STARTED TOGETHER

The first segment, Started Together, reflected on Trybe's beginnings through stories from early staff, past volunteers, and a former client. It was a tribute to the conviction and care that laid the foundation for what Trybe has become today.

In her reflections, our Chairperson, Mdm Praise Wong, shared how Trybe began in the living room of her home, run by a small group of passionate volunteers who believed deeply in the importance of showing up for young people. From those early beginnings to the organisation it is now, the mission has remained unchanged: to walk alongside youths facing adversities and remind them that their story is not over.

This segment also highlighted how Trybe's work has evolved over the years, from early support by government agencies to deeper and more intentional work with vulnerable youths. Even as the organisation has grown in scope and capability, its foundation has remained rooted in relationships, trust, and the belief that every young person deserves support, dignity, and hope.

## JOURNEY TOGETHER

The second segment, Journey Together, recognised the many people and partners who have walked alongside Trybe through the years. It celebrated a collective effort shaped not by any one individual or organisation alone, but by a wider community of staff, volunteers, donors, partners, and supporters who believed in the work and sustained it over time.

Our Patron and Guest of Honour, Ms Rachel Ong, reflected on the people who have shaped Trybe's journey, including founders, leaders, and youths whose stories continue to give meaning to the work. Her message was a reminder that lasting impact is built through steady commitment, practical support, and the willingness to stand with others through difficult seasons.

She also invited donors and partners to continue this shared journey by contributing their time, resources, and support to strengthen Trybe's impact in the years ahead. Through the generosity of donors and partners, the campaign raised over half a million dollars, enabling Trybe to sustain and grow its impact for youths.



Top: CEO Ms Yeo Bee Lian rallying the community to contribute their time, talents, and resources during the Forward Together segment. Bottom: Mdm Praise Wong with distinguished guests, partners, supporters, and friends of Trybe at our anniversary luncheon.



Top: Ms Rachel Ong presenting a token of appreciation during the celebration. Bottom: A joyful moment from our 30th Anniversary Luncheon, celebrating Trybe's journey and the people who have walked alongside us.

## FORWARD TOGETHER

In the final segment, Forward Together, our CEO, Ms Yeo Bee Lian, rallied the community to contribute their time, talents, and resources towards building a trauma-informed ecosystem for youths.

Ms Yeo highlighted that youths today face a more complex and pressured world, yet their stories reveal a shared longing to be seen, supported, and believed in, as well as the transformative power of someone simply showing up. Looking ahead, Trybe aims not only to deepen trauma-informed care within its services, but also to work towards building trauma-informed communities, where empathy replaces judgment and healing happens through connection.

We were reminded that the future of this work depends on collective effort, shared responsibility, and the continued willingness of the wider community to stand alongside young people facing adversity.

Together, the 30th Anniversary celebration reaffirmed the value of shared responsibility in supporting young people facing adversity. It was both a celebration of what has been built over three decades and a reminder that the work ahead will continue to depend on enduring care, collective belief, and the many people who choose to stand with Trybe.

# FUNDRAISING INITIATIVES & OTHER COLLABORATIONS



Marking a milestone of 30 years of journeying with youths, Trybe launched the Together for 30 and Thrive Together campaigns to honour our journey, celebrate our community, and reaffirm our commitment to young people facing adversities. These campaigns reflect not only how far we have come, but also the collective strength of staff, volunteers, donors, partners, and supporters, that continue to shape safe spaces where youths can heal, grow, and thrive.



## TOGETHER FOR 30

Launched in celebration of Trybe's 30th Anniversary, Together for 30 inspires meaningful giving that creates lasting impact for young people facing adversity. The campaign mobilises support for youths who are not engaged in employment, education, or training, as well as those navigating mental health challenges, childhood trauma, and other adversities.

In the first quarter of 2025, Trybe was honoured to be selected by corporate partner HSBC as its chosen charity to support. As a beneficiary of HSBC's brand activation at the HSBC Women's World Championship (HWWC), Trybe was invited to set up a booth at the event to raise awareness of our work, engage the public,

and sell Trybe merchandise. The activation also provided valuable learning opportunities for our youths, who gained hands-on exposure to what it is like to work at a large-scale international sporting event.

In addition, HSBC supported the campaign through an innovative digital fundraising initiative, a virtual golf gaming app where every hit of the ball translated into a donation made by HSBC to Trybe. Beyond fundraising, the game carried a meaningful message about resilience and perseverance, encouraging players to pick themselves up and try again even after setbacks.

We were also privileged to welcome professional golfers from HWWC to Trybe, where

## TOTAL DONATIONS RAISED IN 2025:

**\$ 1.3M**

they engaged with our youths through facilitated activities and shared personal stories of resilience, discipline, and success. These interactions provided powerful inspiration and real-world perspectives for the young people we serve.

Proceeds from the Together for 30 campaign directly support Trybe's services and programmes, equipping youths with the tools, guidance, and sustained support they need to overcome challenges.

We extend our sincere appreciation to all donors who have supported Trybe's fundraising initiatives. This list acknowledges donors who contributed S\$5,000 and above, and does not include donors who have chosen to remain anonymous.

- The Hongkong and Shanghai Banking Corporation Limited, Singapore Branch
- Stephen Riady Foundation
- Ms Ang Siang Hwee
- William and Lena Lim Trust
- Mr Chua Soon Khai
- Mr Ng Kam Ming
- Mr Ng Lok Man

## WAVES OF WELLNESS WITH UOB

We are grateful for the opportunity to partner with UOB on Waves of Wellness, a series of workshops designed to support out-of-home care practitioners and staff. Through this initiative, UOB has enabled the delivery of both mental and financial wellness workshops, recognising the unique challenges faced by those in the sector. Given the demanding nature of their work, it is especially heartening to see such meaningful support directed toward their well-being. By equipping practitioners and staff with the tools to care for themselves, they are in turn better empowered to provide quality care for others.



# VOLUNTEER MANAGEMENT

In 2025, Trybe renewed its commitment to volunteer management as an important part of supporting both staff and the young people we work with. Grounded in the belief that volunteers are an integral part of our community, our approach is shaped by three guiding principles: **Empowering Volunteers, Amplifying Impact, and Enriching Lives.**

## OUR VOLUNTEER MANAGEMENT PHILOSOPHY

### EMPOWERING VOLUNTEERS

We want our volunteers to grow in their ability to make a meaningful contribution to society. To support this, we aim to provide purposeful roles, thoughtful guidance, and a supportive environment where they can learn and develop.

### AMPLIFYING IMPACT

As Trybe journeys with youths to lead purposeful lives and impact others, volunteers help strengthen that work. By complementing our programmes and services, they become part of the wider community supporting each young person's growth.

### ENRICHING LIVES

Our volunteers come from different sectors, backgrounds, and life experiences. The perspectives they bring add depth to our work and create opportunities for our programmes to grow in new and meaningful ways.

## A PHILOSOPHY OF PURPOSEFUL VOLUNTEERING

At Trybe, we believe volunteering is more than giving time. It is about understanding the **why** behind the work, the **how** of showing up with care, and the **impact** that follows.

We aim to create purposeful volunteer experiences that align with each person's strengths, interests, and motivations. Through co-creation and support, we seek to make every volunteer contribution meaningful both for the individual and for the community they serve.

## A THOUGHTFUL APPROACH TO VOLUNTEER ENGAGEMENT

At Trybe, the way we engage volunteers is shaped not only by structure and process, but also by the quality of relationships we build. We believe volunteers are most effective when they are supported with clarity, guidance, and a strong understanding of the youths and programmes they are part of.

As part of the Trybe community, volunteers are encouraged to show up with empathy, openness, and respect for each young person's experiences, strengths, and pace of growth. This helps create a more thoughtful and supportive environment for both youths and volunteers, and strengthens the role that volunteers play in our wider ecosystem of care.

## THE TRYBE VOLUNTEER JOURNEY

We believe volunteering at Trybe should be intentional and meaningful. At Trybe, volunteering opportunities generally fall into three categories: service-based, skills-based, and events-based. While all volunteers move through a shared journey with us, each experience is carefully shaped according to the volunteer's stage of life, readiness, strengths, and the needs of the programme.

## VOLUNTEER JOURNEY



## TRYBE VOLUNTEERS IN 2025

In 2025, more than 100 unique volunteers came on board to support Trybe's work. They came from corporate organisations, schools, and the wider community, contributing their time and skills in different ways.

Among these was BNP Paribas, a longstanding partner of our Lens of Identity (LOI) programme, which continued its support through a six-week run. Volunteers facilitated group discussions, encouraged youths to share their perspectives, and contributed meaningful insights as participants journeyed through photography and self-discovery towards a final exhibition.

Student volunteers from the Singapore University of Social Sciences (SUSS) also hosted our youths at City Sprouts. Through a farm tour and a hands-on self-watering plant activity, they introduced sustainability in an engaging and accessible way.



From left to right: A volunteer supporting a youth participant during a photography session on perspective and visual storytelling; volunteers and youths at the National Gallery Singapore, where they explored how narratives can be captured through art and how photographs are selected for exhibition; and Trybe youths on a farm tour with SUSS student volunteers at City Sprouts.

## LOOKING AHEAD

As we look ahead, we hope to continue building a volunteer culture that strengthens both community and care. In 2026, our focus will be on deepening volunteer engagement, strengthening systems and feedback processes, and creating opportunities that are purposeful, effective, and responsive to the needs of our youths. Building on the momentum of 2025, we are excited to see this landscape continue to grow.

# COMPANY HIGHLIGHTS

In 2025, Trybe continued to strengthen our people, services, and systems for the future. These highlights reflect our commitment to staff well-being, organisational resilience, and responsible growth.

## INVESTING IN OUR PEOPLE



In 2025, Trybe continued to invest in our staff's holistic well-being and development through a review of staff benefits, including annual leave entitlements, professional development opportunities, and workplace initiatives that strengthened collaboration across teams.

Led by HR, these efforts were strengthened through bonding activities, Breakfast Huddles and Fruit Days, with attention to equitable access across varying work schedules.

Psychological debriefing support for frontline employees also strengthened staff mental well-being, reflecting Trybe's commitment to building a resilient, supportive, and high-performing organisation.

## BUSINESS CONTINUITY PLANNING (BCP)



In 2025, we embarked on a Business Continuity Planning (BCP) project to strengthen preparedness and resilience in the face of unexpected disruptions.

Supported by a professional consultant and made possible through government funding, a structured plan was developed to anticipate risks, maintain essential operations, and safeguard services.

Staff are being progressively familiarised with BCP protocols, particularly for mission-critical activities, and are supported through internal and external training to build the competencies needed to respond effectively in different scenarios.

With plans now in place, we are better positioned to protect our operations, strengthen staff confidence and readiness, and maintain continuity of critical services for our youths.

## RENOVATION OF OUR TAMPINES CENTRE

In 2025, we undertook the renovation of the Tampines Centre to better support the delivery of our services, particularly the Counselling & Therapy Service (CTS). The centre previously had only two counselling rooms that were small and inadequately soundproofed, limiting privacy and the range of therapeutic interventions that could be conducted, including family and group sessions.

Supported by funding from the President's Challenge and donor contributions, the renovation improved soundproofing, reconfigured spaces to create additional rooms for individual and group therapy, and upgraded audio and video systems to support supervision and security.

Officially reopened on 28 May, the renovated centre now provides a more conducive, functional, and confidential environment for both staff and the youths we serve.



# ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)



## STRENGTHENING OUR ENVIRONMENTAL FOCUS



In 2025, we took practical steps to strengthen environmentally responsible practices in the workplace, including promoting reusable and recyclable materials to reduce single-use items, encouraging energy- and water-saving habits, providing recyclable cups for visitors, and sharing sustainability guidance with staff.

In 2026, we will build on these efforts by tracking utilities and paper usage, reducing food waste, streamlining processes, promoting green events, and adopting more sustainable purchasing practices.

## FOSTERING A THRIVING WORKFORCE AND EMPOWERING YOUTHS IN OUR CARE

As a social service agency serving youths facing adversities, we remain committed to fostering a supportive and inclusive workplace while making a meaningful difference in the community.



## ENHANCING OVERSIGHT & ORGANISATIONAL INTEGRITY

We remain committed to upholding strong governance, accountability, and ethical standards.

In 2025, the Board and senior leadership participated in trainings, workshops, talks, and conferences on governance, social impact, and trauma-informed practices, while policies and processes were reviewed and enhanced to support transparency, effective oversight, and sustainable organisational practices.

We also endeavoured to fully comply with the GEC in 2025, reinforcing our commitment to responsible governance and fair organisational practices.

Moving forward, we will continue to strengthen succession planning, leadership development, and governance frameworks to support long-term organisational sustainability.

# COMPANY HIGHLIGHTS



## STUDY TRIP TO MELBOURNE, AUSTRALIA – TRAUMA-INFORMED CARE

In line with our strategic goal of becoming a Trauma-Informed Organisation (TIO), we sought to learn from established organisations with practical experience in trauma-informed care.

In August 2025, the newly formed TIO Committee, co-chaired by the Director of Services & Programmes and the Head of HR, and comprising three representatives from different departments, participated in a five-day study trip to Melbourne, Australia, together with two Board Members.

Through engagements with six organisations with well-established

trauma-informed practices, the group gained valuable insights across three key areas: trauma-informed programmes, staff support and well-being, and organisational policies and culture.

These learnings are helping to shape our approach to developing programmes, policies, and practices that better support both staff and clients. Following the study trip, the TIO Committee has been actively developing frameworks, guidelines, and implementation plans, with the aim of progressively rolling out trauma-informed practices across the organisation.

Above: Members of Trybe's TIO Committee and Board with a representative from the Australian Childhood Foundation during the Melbourne study trip on trauma-informed care.



Berry Street publications and materials reviewed during the Melbourne study trip, offering practical examples to inform Trybe's Trauma-Informed Organisation journey.



Artworks displayed at Orygen, a youth mental health organisation in Melbourne, reflecting the role of creative expression in youth engagement and therapeutic practice.



A staff shout-out wall at Berry Street, illustrating how trauma-informed organisational practice can be expressed through everyday recognition, appreciation and staff support.

## KEY AREAS OF LEARNING:



### TRAUMA-INFORMED PROGRAMMES:

Observing how services are structured to meet the needs of clients with trauma histories, including tailored support and care pathways.



### STAFF SUPPORT & WELL-BEING:

Learning strategies to foster resilience, provide debriefing, and build a supportive work environment for staff.



### ORGANISATIONAL POLICIES

Understanding how trauma-informed principles are embedded into governance, operations, and day-to-day practices.

# GOVERNANCE EVALUATION CHECKLIST

## Trybe Limited

(for the period January to December 2025)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  *Capacity* refers to a charity's infrastructure and operational resources while *capability* refers to its expertise, skills and knowledge.	1.4	Yes		2
<b>Principle 2: The charity has an effective Board and Management.</b>					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversees the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.  For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.  b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).  c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	We have two Board Members who have served for more than 10 consecutive years. Their reappointments were approved by the Board, and the reasons for their continued service have been disclosed in the Annual Report.	2
14	For Treasurer (or equivalent position) only:  d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.  i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9 b.	2.9d	Yes		2

<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.  a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
<b>Principle 4: The charity is well-managed and plans for the future.</b>					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:  i. Revenue and receiving policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/ subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
<b>Principle 5: The charity is accountable and transparent.</b>					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report:  a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
<b>Principle 6: The charity communicates actively to instil public confidence.</b>					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

# FINANCIAL INFORMATION

## RESERVES

	Current Year	Previous Year	% Increase / (Decrease)
Current Year Unrestricted Funds (Reserves)	\$3,642,866	\$2,808,371	30%
Restricted			
- Building Fund	0	0	-
- Bursary Fund	0	0	-
- Others	\$5,264,302	\$5,238,844	0%
Endowment Funds	0	0	-
<b>Total Funds</b>	<b>\$8,907,168</b>	<b>\$8,047,215</b>	<b>11%</b>
Ratio of Reserves to Annual Operating Expenditure*	0.77	0.8	(4%)
*Annual OPEX	\$4,747,771	\$3,495,542	36%

The Charity's reserves consist of unrestricted funds. In accordance with its reserves policy, the Charity seeks to maintain reserves at a level equivalent to 1.5 times the average annual operating expenditure over the preceding three financial years.

In managing donated funds, the Charity adheres to donors' directives, including any restrictions related to specific timeframes or events. Details of restricted funds, their purposes, and balances are disclosed in the Notes to the Financial Statements.

The Charity remains committed to deploying its resources in a prudent and cost-effective manner, ensuring sustainability while maximising impact.

### BANKERS

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

### AUDITOR

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

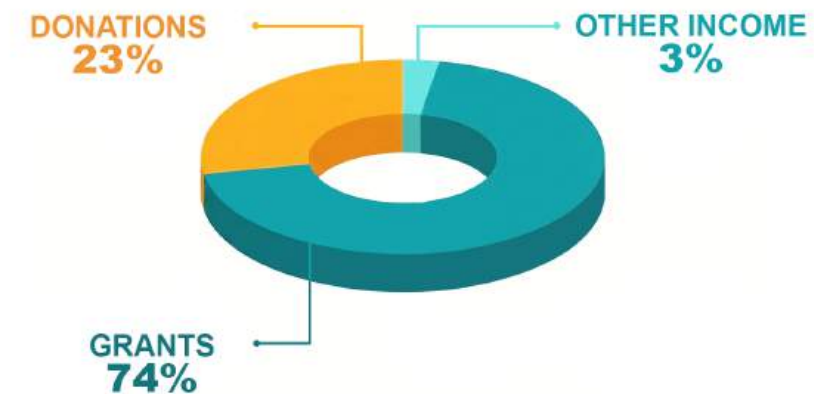
### FUNDING SOURCES

The Charity is financially supported by:

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

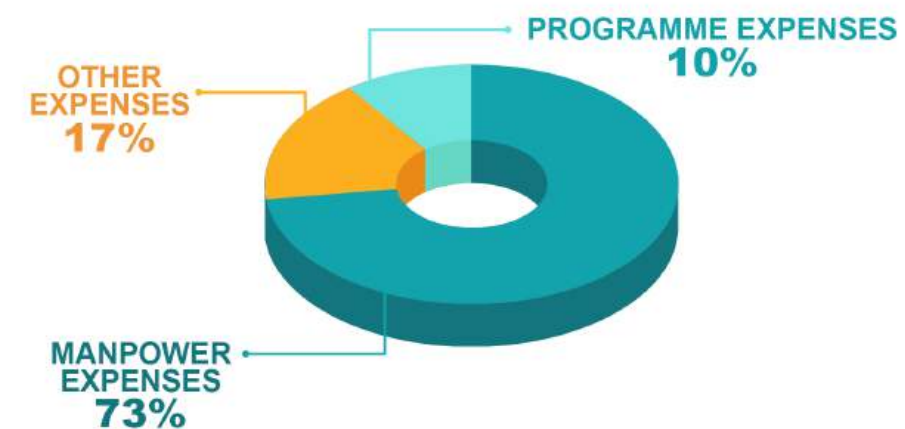
# SUMMARY OF FINANCIAL PERFORMANCE

## INCOME



TOTAL INCOME: \$5,607,724	
● DONATIONS	\$1,308,704
● GRANTS	\$4,147,212
● OTHER INCOME (including programme fees)	\$151,808

## EXPENSES



TOTAL EXPENSES: \$4,747,771	
● PROGRAMME EXPENSES	\$473,735
● MANPOWER EXPENSES	\$3,476,541
● OTHER EXPENSES	\$797,495

# SUMMARY OF FINANCIAL POSITION

ASSETS	FUNDS AND LIABILITIES
CURRENT ASSETS \$9,475,497	CURRENT LIABILITIES \$672,505
NON-CURRENT ASSETS \$104,176	FUNDS \$8,907,168
<b>TOTAL ASSETS \$9,579,673</b>	<b>TOTAL FUNDS AND LIABILITIES \$9,579,673</b>



Visit us at [www.trybe.org](http://www.trybe.org)

Address:  
Blk 479 Tampines Street 44 #01-241,  
Singapore 520479