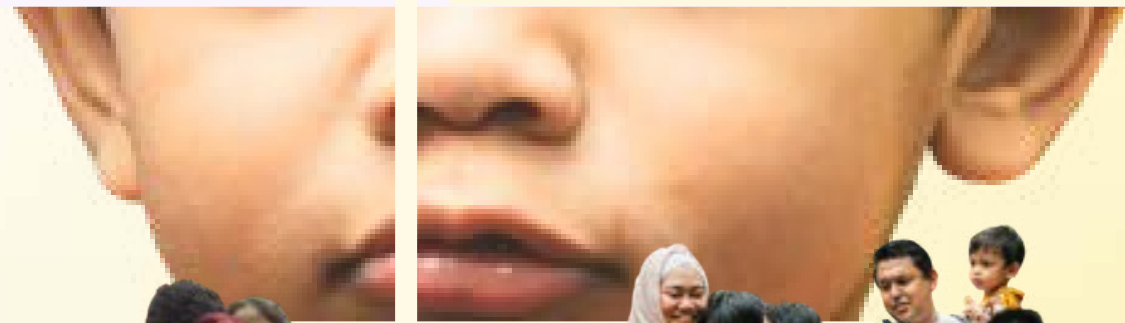
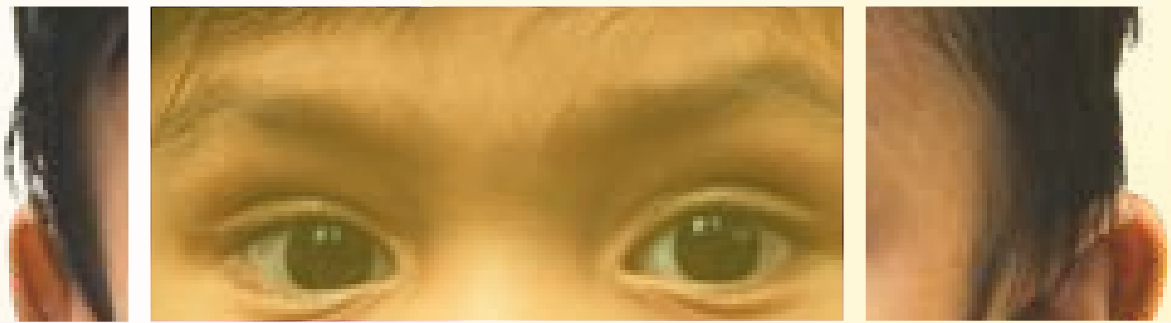
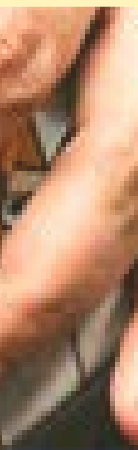




NEW LIFE STORIES

Annual Report 2025



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ABOUT US

Breaking Cycles. Building Social Mobility. Transforming Systems of Care.

New Life Stories is a social service agency and registered Institution of a Public Character dedicated to breaking the cycle of intergenerational incarceration. We work with incarcerated parents, their children, and caregivers through a systemic, whole-of-family model that recognises one core truth: ***When one person is incarcerated, the entire family is affected.***

Children impacted by incarceration face significantly higher risks of adverse childhood experiences, trauma exposure, disrupted attachment, and long-term justice system involvement. Research in Singapore shows they are up to 3–5 times more likely to come into contact with the justice system¹.

NLS works at both **preventive** and **protective** levels.

Through our Family Strengthening Programme, we provide systemic, whole-of-family support that begins during incarceration and continues through reintegration.

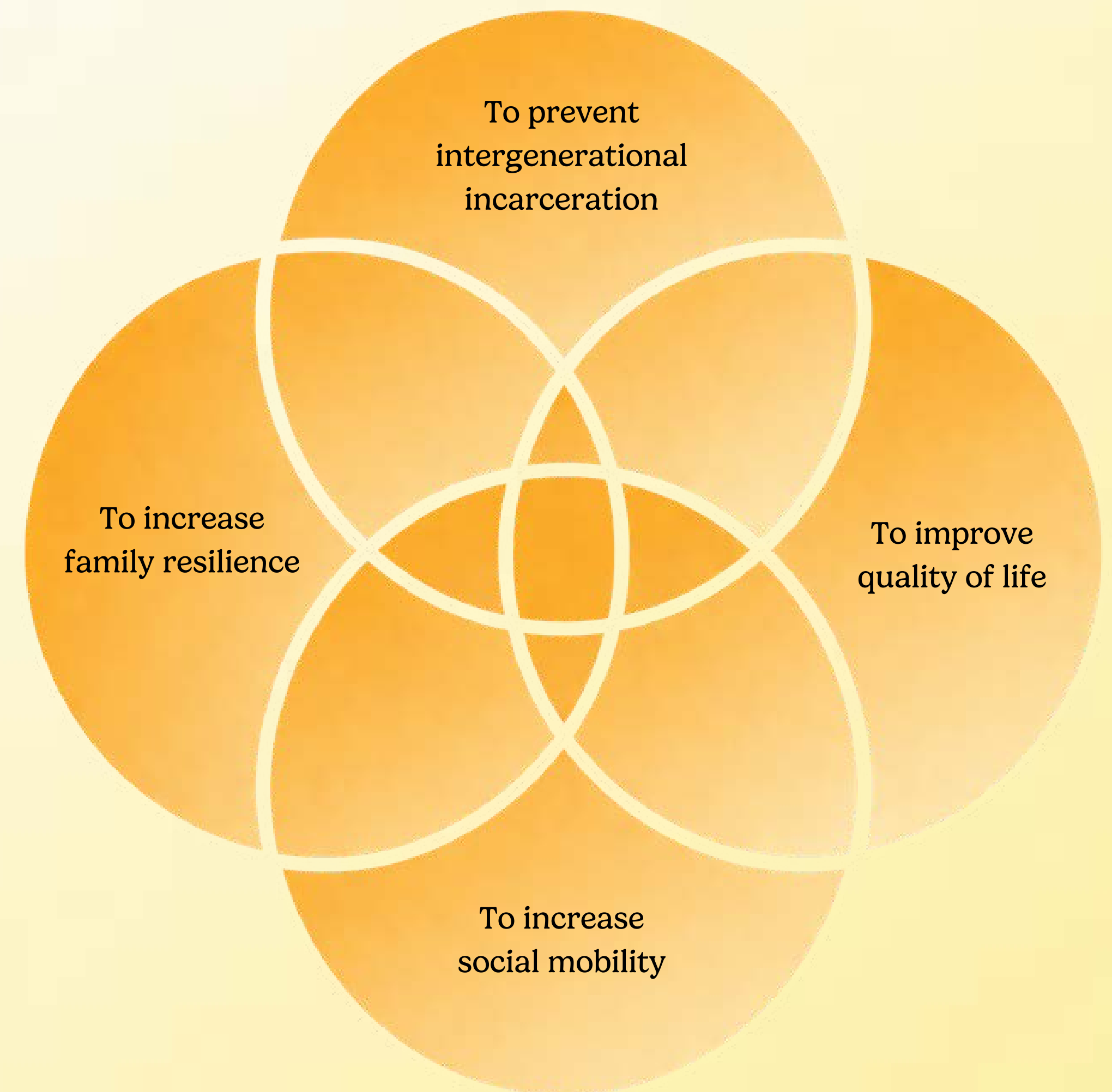
The challenges faced by families impacted by incarceration do not exist in isolation. Each family member's wellbeing is deeply interconnected and influences each other. Supporting only the child or the parent addresses immediate needs, but often misses the underlying relational dynamics that mould long-term outcomes. By working with the entire family unit – children, parents, and caregivers – relationships are strengthened, home environments are stabilized, and positive change is reinforced across the system. This drives more sustainable impact, reducing the risk of intergenerational cycles and helping families build resilience and self-efficacy.

Our approach integrates:

- In-prison parenting and relational workshops
- Child befriending and literacy support
- Individual and family Caregiver counselling
- Peer support groups for desistors and caregivers

¹ Ministry of Social and Family Development and National Council of Social Service. *Understanding the Intergenerational Transmission of Criminality in Singapore. Occasional Paper, June 2020*

OUR MISSION



CEO'S MESSAGE



2025 has been a significant year of momentum for New Life Stories. It also marks five years of embedding systemic practice into our work. This is why we've chosen to centre this year's theme on Transforming Systems of Care. I am honoured to share this milestone that reflects a deepening of our commitment to strengthening not just individuals, but the relationships and systems that shape their lives.

Over the past year, we had the privilege of supporting **804 individuals**, including **163 children**, each with their own story of resilience and hope. Our work continues to affirm that lasting change happens when we journey alongside families as a whole - supporting children, parents, and caregivers in tandem, and strengthening the connections between them.

A key focus this year has been strengthening the heart of our programmes: our volunteers. We re-envisioned our volunteer function into a dedicated *Befriender Engagement and Experience* model, placing intentional emphasis on befriender circles, structured training, and deeper accompaniment. This shift is meant to recognise that when our befrienders feel supported, equipped, and connected, they are better able to build safe, consistent, and meaningful relationships with the families they journey with.

2025 also marked the pilot of *Mama's Bae*, a programme supporting incarcerated pregnant and post-natal mothers. Through this initiative, we witnessed powerful stories of transformation. One mother, supported closely by her desistor

befriender, has since taken steps to rebuild her life, returning to school and reimagining her future with a renewed sense of purpose. Once again, we are reminded that change is possible when care is consistent, relational, and rooted in dignity.

As we reflect on the past five years, Transforming Systems of Care has come to mean making the intentional shift from supporting families through isolated interventions to coordinated, relational ecosystems of care. In practice, this looks like working across the family unit, strengthening trust between systems, and building continuity of support before, during, and after incarceration. It also means contributing to a broader shift in the sector, advocating for approaches that are trauma-informed, family-centred, and grounded in long-term

change. This work continues because of our volunteers, partners, donors, and community who choose to be part of it. Because of that, these families don't have to navigate their journeys on their own.

Over the years, we've learned that when care is consistent and people stay the course with one another, change follows. That's what we're trying to build, and we remain committed to continuing in the direction where every family has the opportunity to begin again.

With gratitude,

Saleemah Ismail
CEO of New Life Stories

CHAIRPERSON'S MESSAGE



The foundation of a thriving society lies in the strength of its families. In Singapore, families remain our bedrock. Yet for those impacted by incarceration, that foundation is often fractured by complex, multi-generational challenges. Our work at New Life Stories is not merely about service delivery; it is about restoring the fundamental support systems that allow every individual to flourish.

The social service landscape is changing, and we must evolve with it. We are moving deliberately from fragmented responses toward a coordinated ecosystem of care, including strengthening upstream intervention.

A cornerstone of this shift is our Mama's Bae Programme, which

supports incarcerated pregnant mothers and their newborns from birth. By walking alongside families at their most vulnerable, we aim to intercept the cycle of trauma before it takes root. Our goal is to engage at the point of crisis. To ensure that every child, regardless of circumstance, has the stable foundation needed to grow into a resilient individual.



Compassion alone is not enough. We are deepening our trauma-informed

practices and investing in data and evaluation so that we do not just serve — we lead. We seek to share insights and shape integrated practices that strengthen the wider rehabilitation and family support sector.

This work cannot be done in isolation. Our progress reflects the power of collective action, and we are grateful for the enduring partnerships we share with government agencies, community organisations, and our dedicated supporters. Your trust enables us to take bold steps forward, aligned with the national vision of a Singapore truly "Made for Families."

As a Board, we remain steadfast in stewarding New Life Stories with clarity, accountability, and purpose —

strengthening governance and supporting our leadership so the organisation continues to be a beacon of hope for families navigating adversity.

The road ahead will have its challenges. But when a community comes together with conviction, lasting change is possible. Thank you for walking this journey with us.

With gratitude,

Alwi Hafiz

Alwi Hafiz
Chairperson of
New Life Stories

LEADERSHIP AND BOARD OF DIRECTORS



Saleemah Ismail
CEO, New Life Stories
Appointed on 1st September 2017

Saleemah is an advocate for families from disadvantaged backgrounds. After a career in the private sector, she advised UN agencies including UN Women and UNDP. In 2006, she co-founded Aidha, a business school impacting migrant women across Asia. In 2014, she founded New Life Stories, supporting children of incarcerated parents through systemic, family-centered support. As CEO, she leads efforts to break intergenerational cycles of poverty and incarceration through rehabilitation, reintegration, and resilience-building.



Alwi Hafiz
Chairperson
Head of Strategic Partnerships, Group Sustainability & Communications, Golden Agri-Resources

Alwi brings close to 30 years of experience in engineering, IT and consulting. He co-founded Rekanext Capital Planners and Intuitif Technologies, and has served on several public and nonprofit boards including Land Transport Authority, Nanyang Technological University MENDAKI, AMP, Mercy Relief and Malay Heritage Foundation. Alwi currently advises Golden Veroleum Liberia and heads strategic partnerships at Golden Agri-Resources, focusing on sustainability and corporate communications. Alwi joined the Board on 27 March 2023. He is a member of New Life Stories’ Audit & Risk Committee.



Azmeen Moiz
Field Head of Office of Ethics & Compliance, SAP (APJ & Greater China)

Azmeen leads SAP’s compliance operations across Asia Pacific and Japan. With over three decades of legal experience in private practice, multinational corporations, and public institutions, she has actively supported civil society on issues such as human trafficking, sex tourism, and women’s rights. In 2011, she was selected for the US State Department’s International Visitor Leadership Program on global women’s issues and NGO engagement. Azmeen joined the Board on 3 January 2022. She is the Chairperson of New Life Stories’ Audit & Risk Committee



Graham Kelly
Founder, Originate Pte Ltd

Graham is an Executive Creative Director with global advertising experience at agencies like Ogilvy, Saatchi & Saatchi, BBH, and TBWA. His creative work has achieved international recognition across all media, winning major awards including several Cannes Lions for his print, TV, direct marketing and digital campaigns. A frequent speaker at global advertising events including AdAsia and The One Show, Graham now runs his own creative consultancy, Originate. Graham joined the Board on 11 September 2015. He is a member of New Life Stories’ Human Resources Committee.

LEADERSHIP AND BOARD OF DIRECTORS



Mike Troemel
Treasurer, Former Senior Vice President, Seagate

With a 35-year career in the data storage industry, Michael held global leadership roles in engineering, operations, and manufacturing. At Seagate, he led its Product Development team of 2000+ engineers. His experience spans the US, Asia, and Europe. Michael holds degrees from the University of Minnesota in chemical engineering, materials science and business administration.

Michael joined the Board on 15 February 2023. He is the Chairperson of New Life Stories’ Finance Committee.



Zakiah Halim
Former Vice President, Malay, Indian & Expat Programming, Mediacorp

Zakiah has over 30 years in broadcasting, having led Malay language TV and radio programming at Mediacorp. Under her leadership, Suria’s content gained international acclaim. She chaired the Asian Broadcasting Union’s Radio Working Party and served on various arts and education advisory boards. Zakiah was awarded by COMPASS and MCCY for her contributions to music, the arts heritage, and community development.

Zakiah joined the Board on 3 January 2022. She is a member of New Life Stories’ Human Resources Committee.



K. Veerapandiyan
Senior Teacher, Temasek Junior College

Veerapandiyan is an educator with over 15 years of experience in media literacy, inquiry-based learning and philosophy. He has worked with UN Mission in Kosovo, overseeing post-conflict elections and minority protection. Prior to working for the UN, he worked for several years at Mediacorp as a journalist and as producer for its current affairs documentaries. He holds a Master’s in International Relations from the International University of Japan. Veerapandiyan joined the Board on 11 September 2015. He is the Chairperson of New Life Stories’ Human Resources Committee.



Jag Sekhon Arora
Independent Director, EtonHouse Community Fund

Jag has held global leadership roles across energy, infrastructure, and manufacturing sectors. Now focused on social impact, she actively volunteers in family and education initiatives. At the board level, she provides strategic insight while staying grounded in grassroots action. A qualified mentor, she holds an MBA from Nottingham and a BSc from Warwick Business School. Jag joined the Board on 7 February 2025.

She is a member of New Life Stories’ Finance and Human Resources Committees.

BOARD COMMITTEES AND ATTENDANCE

The following table outlines the composition of each Board Committee, listing the respective members and their designations, along with their attendance at Board meetings during the year ended 31 December 2024:

To ensure strong accountability, transparency, and effective decision-making, the Board of Directors of New Life Stories has established the following Committees. Each plays a vital role in supporting the Board’s oversight across key areas of the organisation:

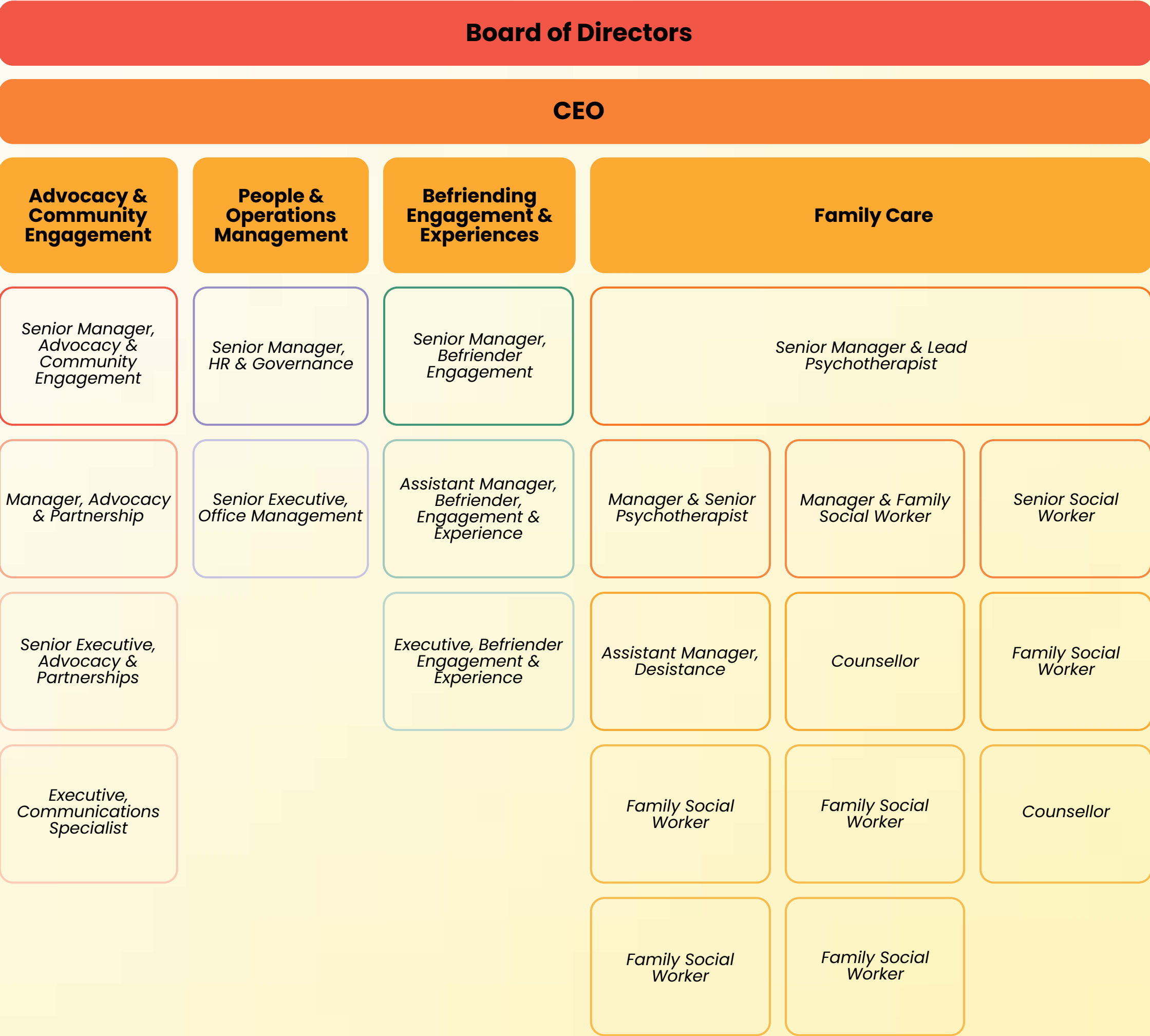
Audit & Risk Committee
Monitors financial reporting, internal controls, risk management, compliance, and audit functions to safeguard organisational integrity.

Finance Committee
Oversees financial governance, sustainability, and stewardship of resources in line with NLS’s mission and regulatory obligations.

Human Resource Committee
Provides oversight on HR policies, staff welfare, remuneration, succession planning, and Board development to support strong leadership and programme delivery.

Committee	Name	Designation	Board meeting Attendance
Audit & Risk	Azmeen Moiz	Chairperson	4/4
	Alwi Hafiz	Member	4/4
Finance	Michael Troemel	Chairperson	4/4
	Jag Sekhon Arora	Member	N/A
Human Resources	K. Veerapandiyam	Chairperson	3/4
	Zakiah Halim	Member	4/4
	Graham Kelly	Member	2/4
	Jag Sekhon Arora	Member	N/A

ORGANISATIONAL CHART



*Jag Sekhon Arora entered as a member of the Board on 7 February 2025

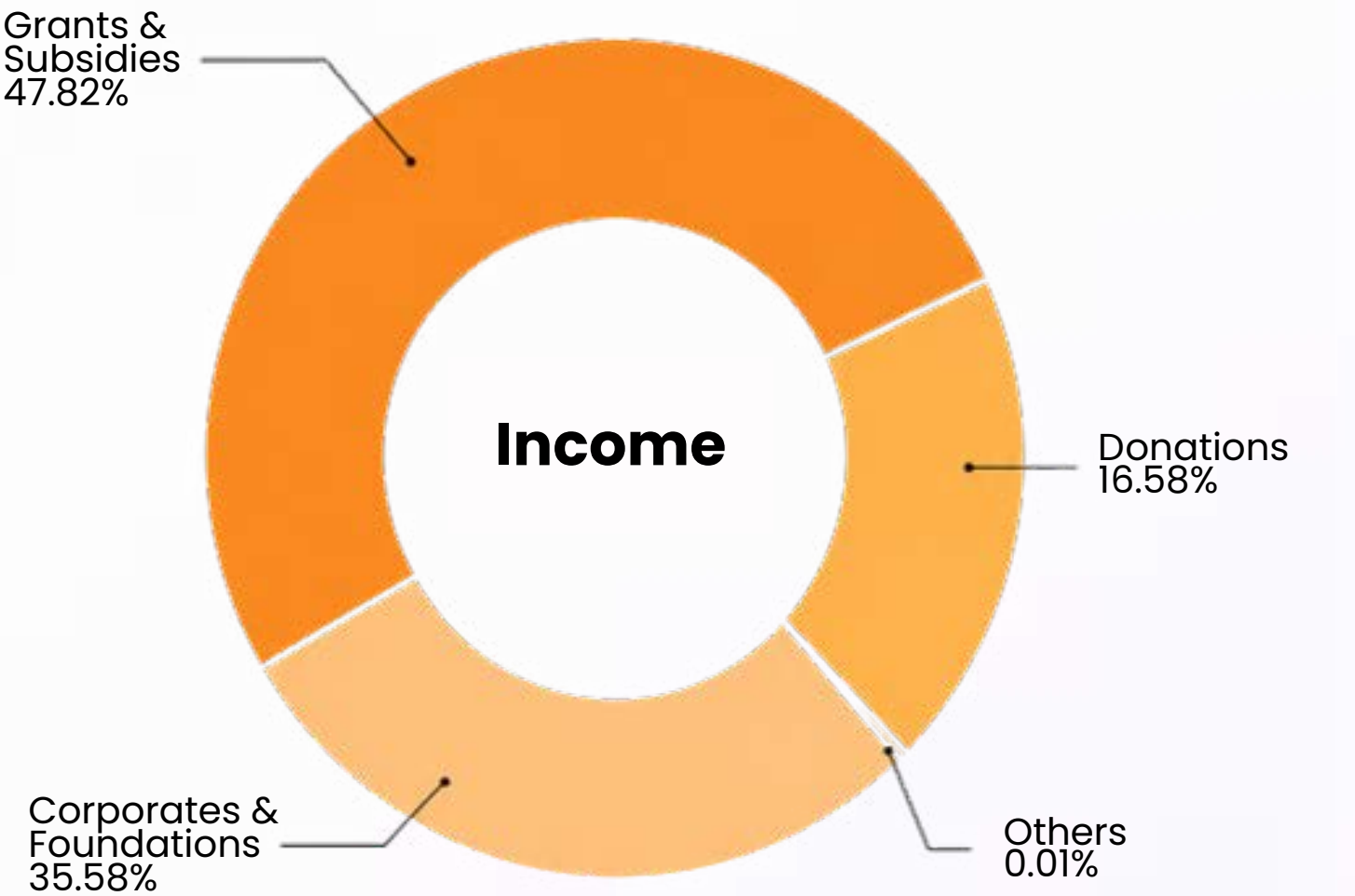


Highlights of 2025

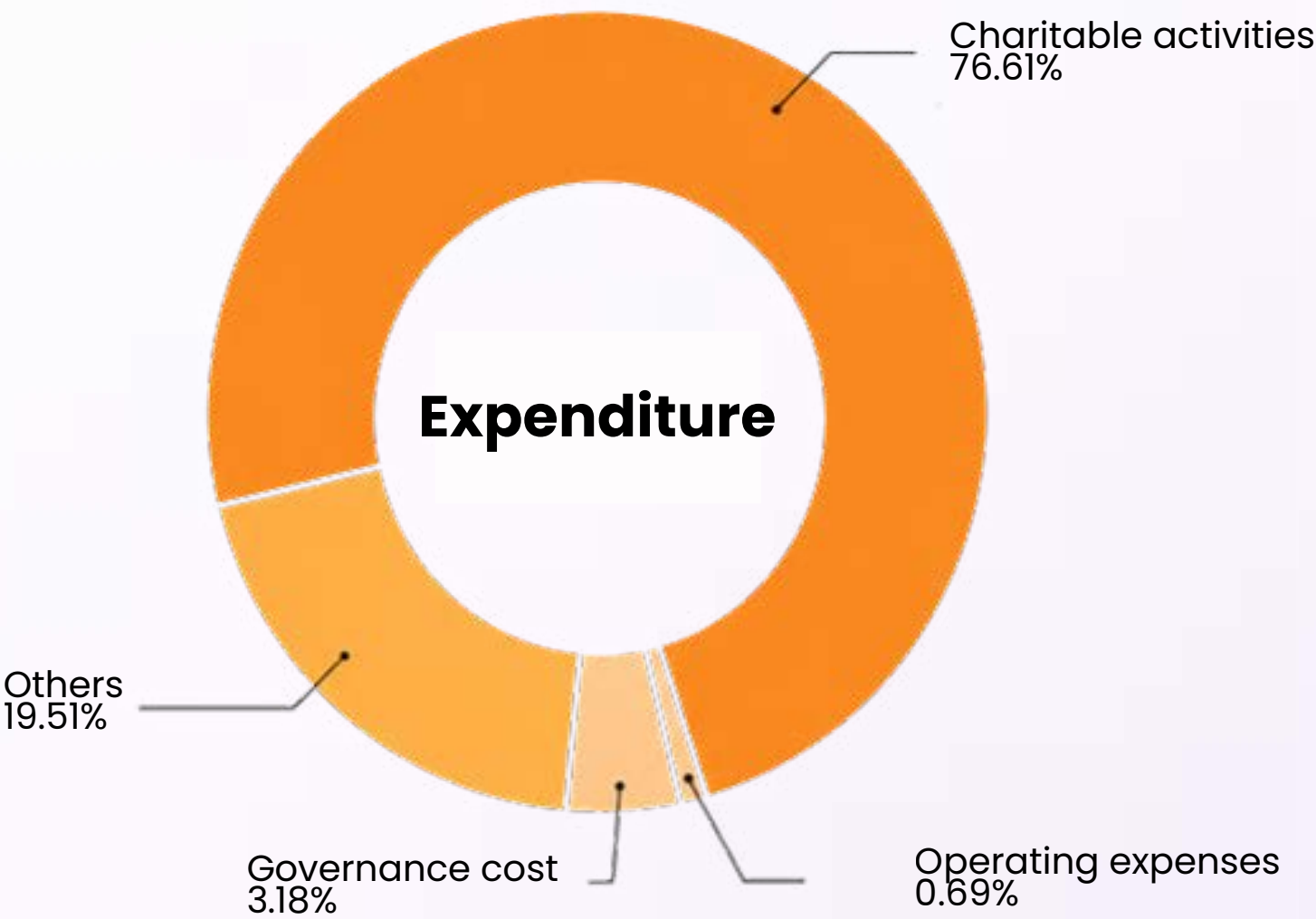
FINANCIAL OVERVIEW

From 1st January 2025 to 31st December 2025

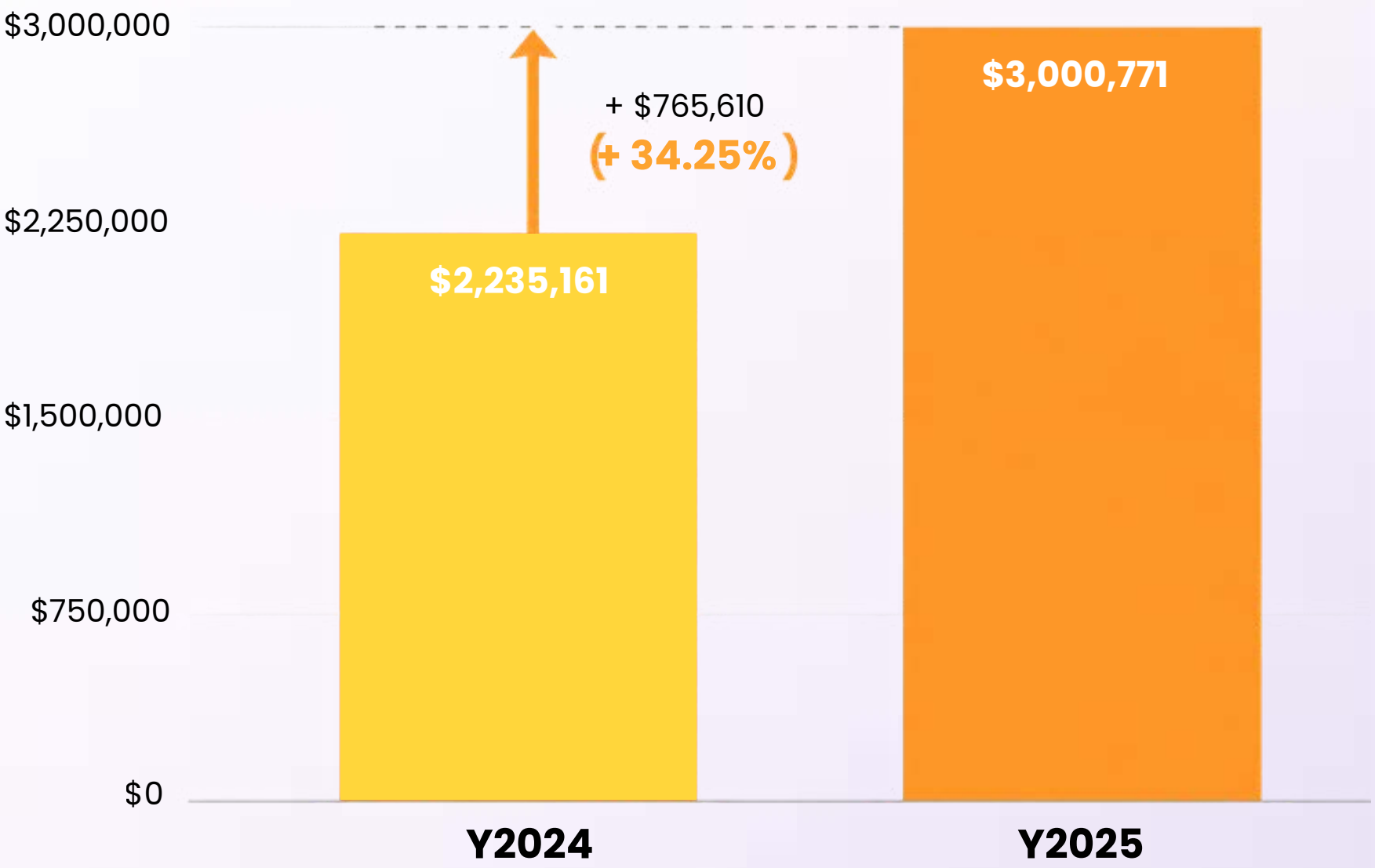
Income	
Donations	\$497,643
Corporates & Foundations	\$1,067,765
Grants & Subsidies	\$1,435,044
Others	\$319
Total	\$3,000,771



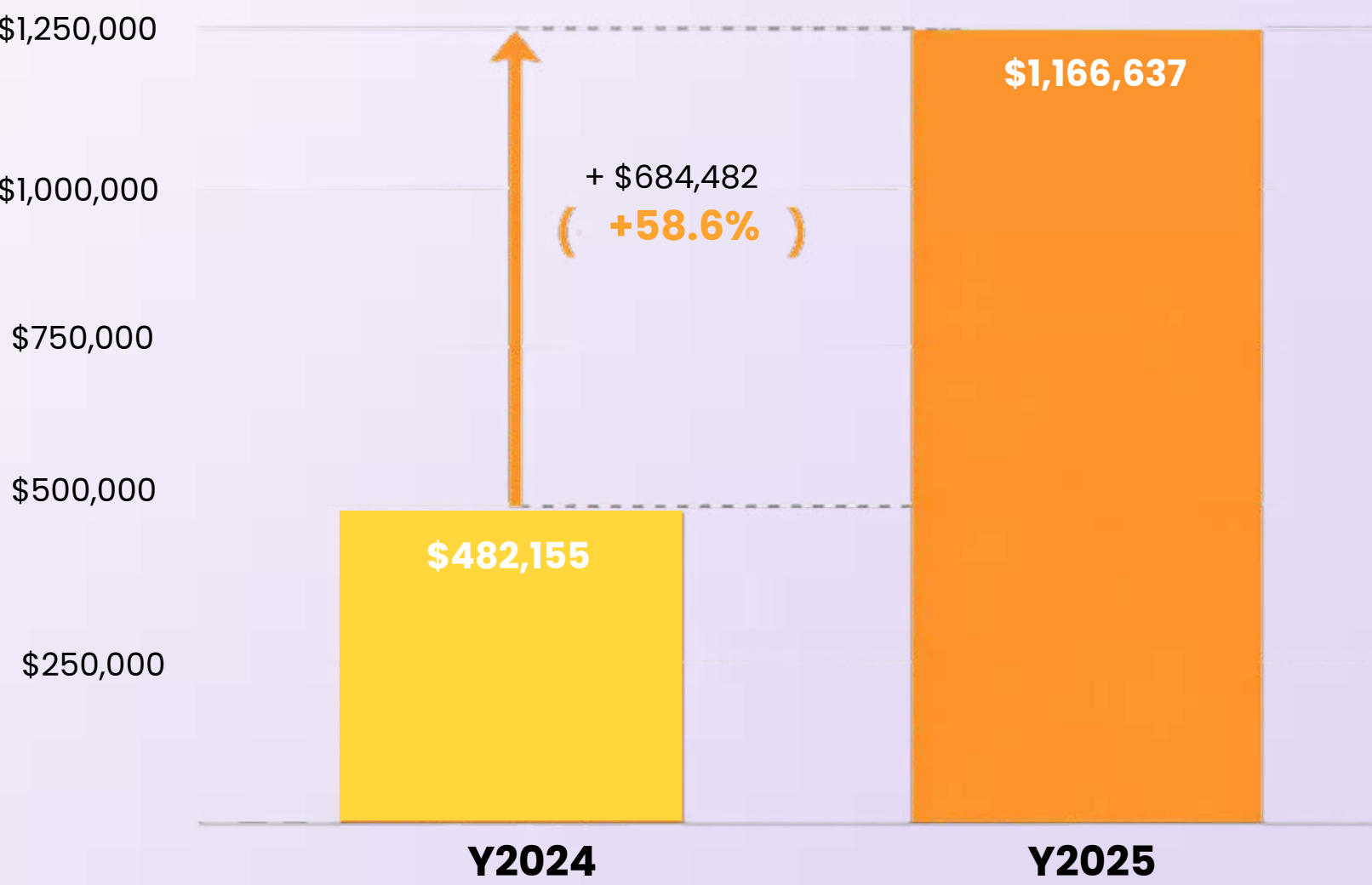
Expenditure	
Charitable Activities	\$1,774,742
Operating Expenses	\$16,040
Governance Cost	\$73,732
Others	\$451,775
Total	\$2,316,289



Total Income Growth



Total Reserves Growth



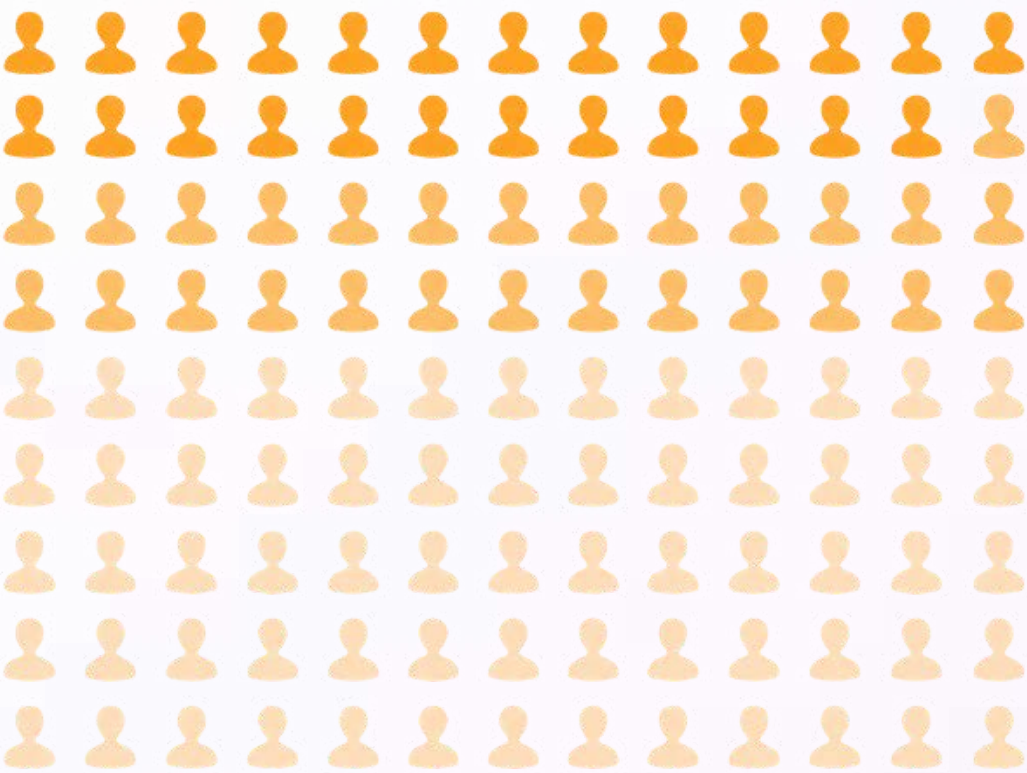
ABOUT OUR FAMILY STRENGTHENING PROGRAMME

The Family Strengthening Programme (FSP) supports children impacted by parental incarceration by working with the child and the family as a whole. Grounded in systemic practice, we recognise that a child’s wellbeing is shaped by the relationships and environments around them, especially during periods of disruption and transition.

While the child remains at the centre, meaningful change happens when parents, caregivers, and support systems are engaged both in prison and in the community. Through in-prison parenting programmes, family bonding sessions, counselling, and one to one befriending, we help families rebuild connection and create a more stable environment for children.

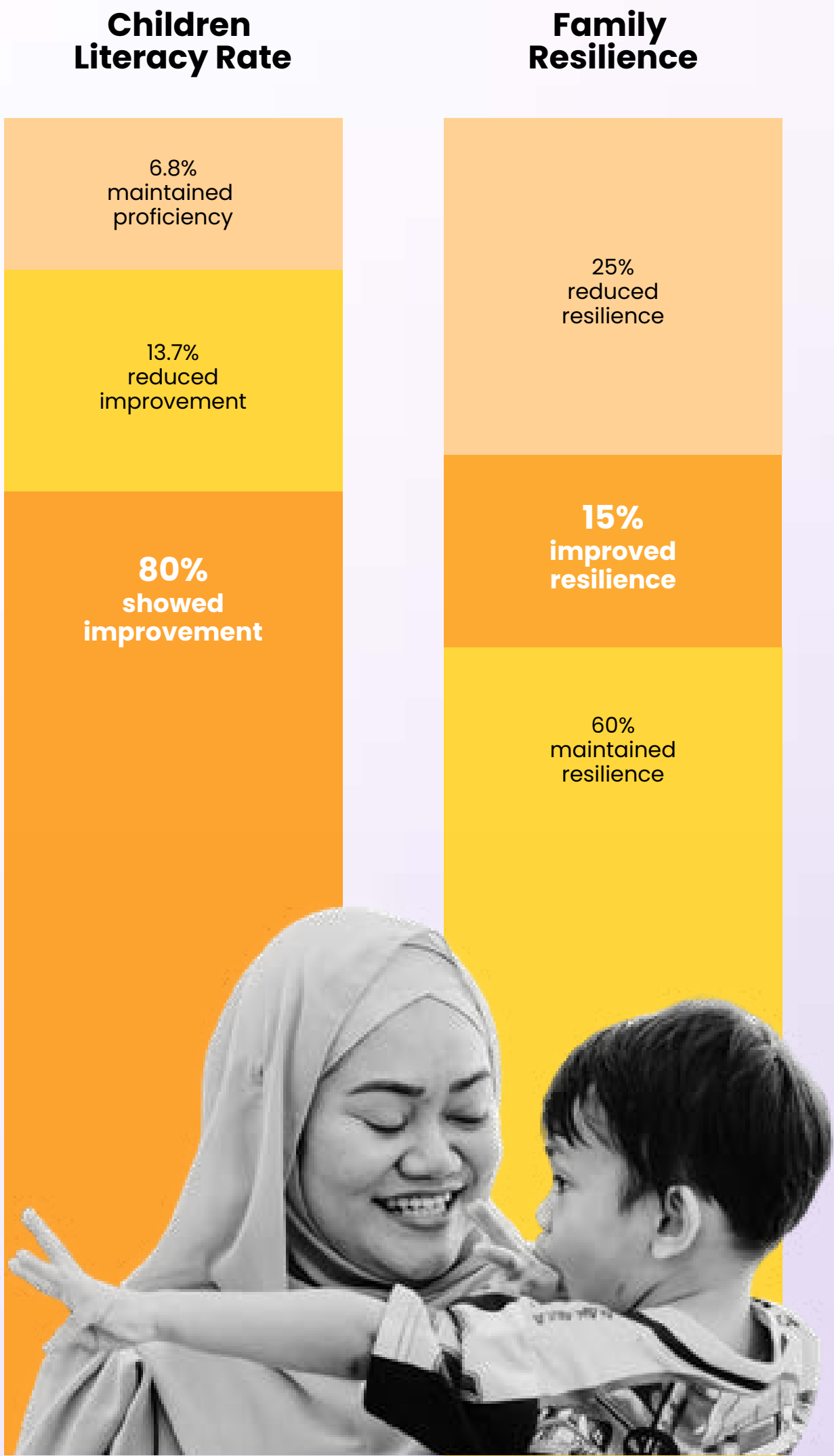
Today, children of incarcerated parents in Singapore are up to three times more likely to come into contact with the justice system. By addressing root causes such as trauma, family disconnection, and limited support, FSP strengthens children’s emotional wellbeing, learning, and resilience over time, helping to break cycles of intergenerational disadvantage.

In 2025 we served
732
people from **160 families** in total
From 1st April 2025 to 31st March 2026



-  **136** inmates / released parents served
-  **153** children served
-  **443** family members served

PROGRAMME OUTCOMES



Our Family Strengthening Programme continues to support families in building emotional resilience and positive outcomes. The data above reflects progress across key areas including children’s literacy, and family resilience, highlighting the impact of consistent support, connection, and care. From 2025, programme evaluation was strengthened through the introduction of the Walsh Family Resilience Questionnaire to better align with systemic family outcome tracking and strengthen the measurement of family resilience outcomes. As programme evaluation methods evolved to reflect a whole-of-family approach, some indicators differ from previous years to better capture long-term family wellbeing and programme impact.

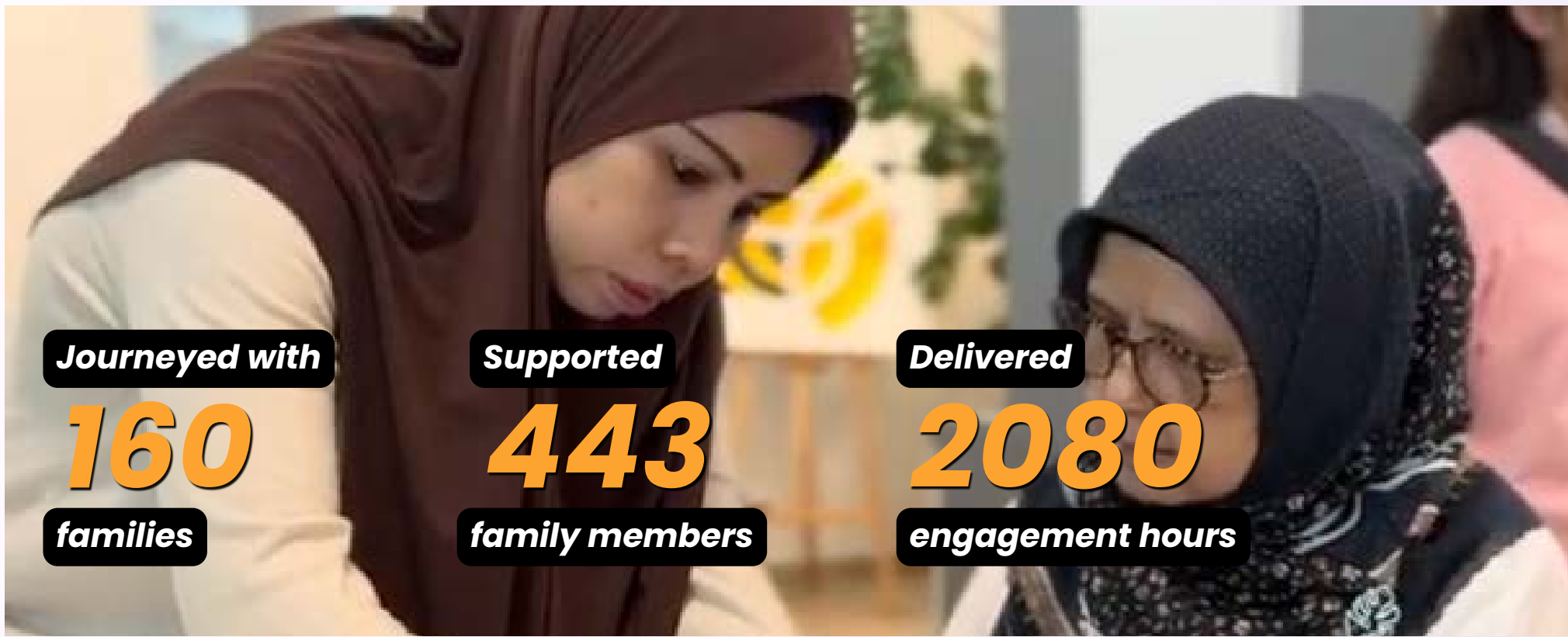
INCARE

Our In-Care work supports incarcerated parents during their time in prison, focusing on strengthening their role within the family despite physical separation. Through parenting workshops, story-writing, and facilitated family bonding sessions, parents are equipped with tools to reconnect with their children. This work lays the foundation for stronger relationships, supporting both the parent’s rehabilitation journey and the family’s readiness for reintegration.



FAMILY CARE

Family Care focuses on supporting caregivers and families in the community who hold the day-to-day responsibilities of care. Through casework, counselling, and practical support, we work alongside families to strengthen stability, communication, and resilience. By supporting the wider family unit, we create an environment where children are better able to grow, and where families are more equipped to navigate transitions together. In 2025, we:



BEFRIENDING

Befriending provides children with a consistent, trusted adult who journeys with them over time. Through weekly reading and play sessions, volunteers build relationships grounded in trust, offering both academic and emotional support. Beyond activities, befrienders create safe spaces where children can express themselves and feel seen. This consistency plays a key role in supporting children’s development and sense of stability. In 2025, we:



MAMA’S BAE

This year, we piloted the Mama’s Bae programme - an expansion of our FSP that supports incarcerated pregnant and post-natal mothers through a critical period of transition. The programme provides consistent, relational support from pregnancy through reintegration, addressing both emotional and practical needs. By walking alongside mothers during this phase, Mama’s Bae aims to strengthen early mother-child bonds and support mothers in rebuilding their lives with greater confidence and stability.





MAMA'S BAE: WHEN CARE COMES FULL CIRCLE

Maslinda, 43
Mama's Bae Befriender

Mas began walking alongside S, the mother she supports, while S was still in prison.

From those early conversations, through release, and into the everyday realities of rebuilding life in the community, Mas has remained a steady presence.

Today, she accompanies S to appointments, checks in during moments of uncertainty, and offers quiet reassurance as the mother navigates pregnancy and early motherhood alongside reintegration.

Mas is herself a desistor — once supported through her own journey,

and now a befriender with Mama's Bae. What she brings is more than practical support. It is understanding rooted in lived experience, and trust built over time.

Her story reflects the heart of Mama's Bae, which marked its first anniversary in 2025. The pilot programme supports mothers who are pregnant or parenting while navigating separation, release, and early motherhood — a period where continuity of care is often fragile. Grounded in systemic practice, Mama's Bae follows mothers across transitions, centring relationships that do not end when circumstances change.

In Mas' journey, we see systemic care in action: support that begins before release, continues after, and grows into something sustaining. A system that once held a woman, now enabling her to hold another.

Looking Ahead

As we reflect on five years of systemic work and one year of Mama's Bae, our ambition remains clear: to continue transforming systems of care — not just within our programmes, but across the sector and beyond.

In the years ahead, we will deepen our advocacy, strengthen cross-agency collaboration, and elevate the voices of families and peers whose experiences hold the blueprint for better systems.



Transformation does not happen overnight. But with patience, partnership, and a steadfast belief in the power of relationships, systems can change, and families can thrive



A MESSAGE FROM THE KIDS



- Hai strawberries!, My name is [redacted]. I wanna tell you about my 2025. I wanna describe my 2025 as peaceful. I enjoy coming to NLS office, getting interview and my befriender bringing me to a balloon exhibition. I like coming to NLS office because I get free food, talking to other workers and playing toys.
- I wanna talk about my experience baking cookies in NLS office. I do it with some other people around my age. I made chocolate chip cookie. When the cookies was in the oven JieJieging put it for way too long and it burned. The cookies that I made was nice and my uncle finished half of it.
- Next year my wish is going to the beach and build sand castles. During teachers day the kids will try to act like one of the workers. Learning how to cycle.
- A Big thank you to ^{All NLS workers} ~~everybody~~ that made my life peaceful from chaos.



Leela*, is a bright and bubbly 9-year-old who has been part of our befriending programme since 2022. In a letter she wrote to NLS about her year, she described 2025 in one word: peaceful.

"I wanna describe my 2025 as peaceful... I like coming to NLS office because I get free food, talking to other workers and playing toys... A big thank you to all NLS workers that made my life peaceful from chaos."

Like many children we support, Leela's journey has been shaped by uncertainty and change. With both parents incarcerated, she has been under the care of her uncle. Over the years, she has had to navigate difficult transitions as her father returned home one year and re-incarcerated the next. Throughout this time, our team and volunteers have walked alongside her and her family through befriending, counselling and case support. It is a hard reality that young children like Leela face challenges no child ever should. However, when asked about how her year has been,

she does not tell of the difficulty of her circumstances but the small moments that matter to her. Baking cookies. Conversations with staff. An outing with her befriender. These moments may seem ordinary but they are what builds that steady rhythm of care that children like Leela can rely on.

Over the past year, we have also seen her grow in confidence beyond our programme. She began learning Malay dance and has since taken on a lead role in her school's performances. These milestones are important in Leela's life - not just in skill, but in how she sees herself.

Leela's wish for the year ahead is simple: to go to the beach, build sandcastles, and learn how to cycle.

Her story is a reminder that for children navigating complex family circumstances, stability does not come from one big moment, but from many small ones. Showing up, staying present, and creating spaces where they can feel safe, seen, and at ease.



SINGAPORE PRISON SERVICE VOLUNTEER AWARDS 2025



We were honoured to receive the Journey Shield Token at the SPS Volunteer Awards 2025, in recognition of our decade-long partnership with Singapore Prison Service and our contributions to inmate and ex-offender rehabilitation. This milestone affirms our shared commitment to supporting second chances and enabling long-term reintegration. It reflects not only the work of New Life Stories, but the collective efforts of our team, partners, and volunteers who continue to stand alongside families with consistency, dignity, and care. Several of our team members were also presented with Long Service Awards for over three years of dedicated volunteering within prisons,

recognising their steadfast presence and the trust they have built over time.



Singapore Prison Service has been a key partner in our journey from the very beginning. Through their trust and collaboration, we have been able to reach families at critical points, facilitating in-prison programmes, and holding spaces for meaningful

connection through family visits and bonding sessions. Beyond programme delivery, this partnership has allowed us to contribute to the broader rehabilitation journey of inmates, supporting not just the individual, but the family system they return to.



Our work with SPS is also one of ongoing learning and alignment. Through regular engagements, learning journeys, and shared reflections, we continue to deepen our understanding of the needs on the ground: where families struggle, where systems may fall short, and where more coordinated support is needed. These insights have shaped how we design our programmes, strengthen our systemic approach, and respond more intentionally to the realities families face.

This partnership is foundational to our work, and for that we are extremely grateful to our wonderful friends at SPS. Without the openness, collaboration, and shared vision of SPS, much of what we do would not be possible.



YOUTH FOR CAUSES 2025 AWARD



New Life Stories was honoured to receive the Most Supportive SSA Award at the Youth For Causes Awards 2025, in recognition of our partnership with Project Liberi throughout their YFC journey. As a partner team, Project Liberi has stood alongside us in championing our cause, reflecting a shared commitment to supporting families impacted by incarceration. The award was accepted on our behalf by one of our caregivers, Mdm Eliza, making the moment especially meaningful for our team and community. We also extend our congratulations to Project Liberi for their Distinction Award and Fund Management Award.

Project Liberi has been supporting NLS since 2022, bringing both energy and consistency to their efforts. Over the past year, they organised a range of initiatives from bake sales and car washes to a charity movie night and their inaugural sports festival at Bishan Stadium, which brought the community together through games and carnival booths.



They also created opportunities for our caregivers to be part of their fundraising efforts, including supporting Mdm Eliza in showcasing and selling her handmade jewellery.



Beyond the events themselves, what stood out was their ability to rally people. Over 10 months, the team mobilised more than 135 volunteers, led six key initiatives, and raised \$24,370 in support of our work. Their efforts reflect not just strong execution, but a genuine belief in the cause and a willingness to bring others along with them.



We are grateful for the thought, effort, and heart that the team has put into every initiative, and for the way they have chosen to stand alongside the families we serve.



PRESIDENT'S CHALLENGE

2025



In 2025, New Life Stories was honoured to be selected as one of 60 programmes under the President's Challenge, a national initiative launched by Tharman Shanmugaratnam to support impactful community programmes across Singapore.

Among the selected programmes, New Life Stories was one of six awarded a higher tier of funding, in recognition of our track record and potential to create sustained, long-term impact for families affected by incarceration. This support will enable us to deepen and strengthen our work over the coming years.

We are grateful to National Council of Social Service for the opportunity and for convening the launch event, where we had the privilege of being part of a shared commitment to building a more inclusive and supportive society.

This milestone reflects the collective efforts of our team, partners, volunteers, and the families we journey with. It is their trust and resilience that continue to drive our work forward.



EVENTS AND UPDATES

Family Carnival 2025

As part of our 10th Anniversary, we marked the occasion with our families during the festive season through the NLS Family Carnival. Held on 8 February, the event brought together families, volunteers, and partners to welcome the Year of the Snake in a warm and communal setting. Graced by Guest-of-Honour Mdm Halimah Yacob, the afternoon was filled with familiar traditions, from tossing lohei together to games and a lucky draw, creating space for connection, celebration, and shared joy.

We are deeply grateful to ST Logistics for sponsoring the event and for the dedication of their volunteers, who played a key role in bringing the day together for our families. We also extend our sincere thanks to Mdm Halimah Yacob for her continued support and for taking the time to engage with our families in such a meaningful way.

RLA day at River Safari

With the support of RLA and Mandai, our families visited River Wonders for a day of discovery. Encounters with wildlife sparked moments of wonder and shared laughter, offering families a chance to step away from daily pressures and routine to create lasting memories together.



MMO x SG60 Celebration

In celebration of SG60, we partnered with MMOs to honor the founding organizations that preceded Singapore's independence. This day of reflection and camaraderie allowed us to synergize, align efforts, and build upon our collective strengths.



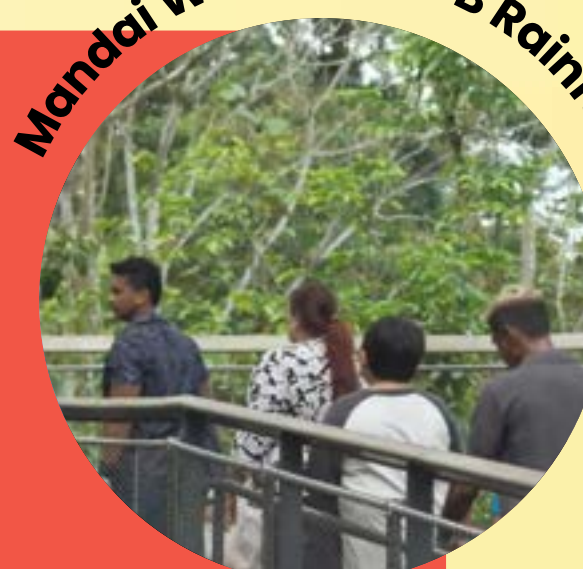
UOB Science Centre Excursion

Celebrating a decade of partnership, UOB sponsored a meaningful Science Centre learning journey. Volunteers joined our families throughout the day, providing the dedicated attention and care that helped our children explore and learn with confidence.



Mandai Wildlife x UOB Rainforest Wild Asia

Supported by UOB and Mandai, our families enjoyed a restorative day at Mandai Rainforest. This outing provided much-needed bonding away from daily stressors, beautifully captured by Farrel, who shared: "My dad is always tired, but today I'm thankful we could just walk and spend time together."



Let's Carnival X President's Challenge



Being a President's Challenge recipient affirms our systemic, whole-family impact. Our families also joined the ARPC carnival, where children enjoyed games and a special interaction with President Tharman, celebrating community and shared pride.

LCCS Conference Participation



At the LCCS Conference, we shared insights on our systemic through-care model. By advocating for upstream, preventive approaches, we contribute to national conversations on strengthening families and supporting children before crises escalate.

MHA Korban Meat Distribution



Partnering with MHA, we facilitated the distribution of korban meat to our families in need. This allowed the families to partake in the spirit of sacrifice, generosity, and shared blessings central to the occasion.

NLS Learning journeys



NLS hosted learning journeys for sector partners, volunteers, and stakeholders to deepen understanding of systemic practice and the realities faced by families affected by incarceration. These sessions strengthened cross-sector collaboration and encouraged the adoption of trauma-informed, whole-family approaches. By opening our doors, we continue to contribute to a more coordinated and compassionate system of care in Singapore.



Ramadan Celebration

Each year for Ramadan, Dr. Muhammad Faishal Ibrahim joins our home visits and iftars, providing hampers and personal support. These moments of presence and shared meals strengthened community bonds and the festive spirit of Ramadan for our families.



Highlights of 2025

Childminding: Learning to Buy Groceries

An Evening of Theatre, Music and the Arts

Beach Day out After PSLE 2025

Birthday Party Celebration for NLS Children

Onboarding for NLS Learning Friends

THE HEART OF OUR WORK

At the heart of our volunteering efforts is a simple belief: children grow best when someone shows up for them, consistently and wholeheartedly.

plan meaningful activities, check in on the children, and create safe environments where trust can grow.

Reflecting this deeper purpose, our 'Volunteer Relations' team evolved into 'Befriender Engagement and Experience', recognising that this work goes beyond volunteer coordination to fostering meaningful relationships, strengthening belonging, and shaping positive experiences for both children and volunteers. While many see our volunteers as spending an hour a week reading with a child, their contributions go far beyond what is visible.

Beyond weekly sessions, volunteers organise birthday celebrations, support programme events, and step forward to plan experiences such as post-PSLE outings.

During Caregivers' Support Group sessions, they engage children while caregivers receive support, helping create spaces where families can feel seen, encouraged, and connected. Behind every hour given is care, consistency, and a quiet commitment that shapes lives in ways often unseen.

In 2025, our Learning Friends contributed over 4,000 hours of befriending, but it is the unseen hours that tell the fuller story. They attend trainings to learn how to connect with children and hold space with care. They take time outside of sessions to

We are deeply grateful to our volunteers for journeying alongside our families and showing up, wholeheartedly, again and again.

PEER SUPPORT GROUPS: STRENGTHENING FAMILIES IN COMMUNITY

A core part of our Family Strengthening Programme is peer support - a way of building relationships with other individuals who relate to one another. Providing a safe space for such individuals to come together reduces isolation, builds support systems and allows them to see their experiences reflected in others. Over time, shifts begin to happen and extend beyond the group into the family unit and dynamics.

In 2025, we conducted 27 sessions across three groups: LADIES (desistor mothers), Unbreakable Dads (desistor fathers), and Blessed Mums (caregivers). Though the intention of creating space for connections remained the same for each group, the activities varied depending on the participants' needs. For mothers and fathers, these sessions offer a chance to be among others who understand the complexities of rebuilding life and relationships as desistors. For caregivers, the sessions provide space to pause. Through hands-on activities, they are able to step out of their daily responsibilities, learn new skills, exchange practical support, and feel seen in a role that often carries many hidden burdens.

Childminding support

Alongside each session, childminding support is provided by volunteers, who engage children through activities and play. This enables parents and caregivers to be fully present, knowing their children are safe and cared for. At the same time, children form their own connections—interacting, playing, and building friendships—creating a shared sense of community across both generations.



Mamas made mid-autumn festival lanterns with their little ones



Caregivers enjoyed picnic & kite-flying at Marina Barrage

Family day out at Mandai Rainforest Wild ASIA



Games & family bonding @ Unbreakable Dads Christmas & New Year Celebrations



A calm day of pottery for caregivers and their little ones



NLS community space converted into a cinema for the dad's evening in



Dads in action with their Nerf shooting game with the kids!



Pizza party with the mamas!

WORDS FROM OUR PAPA

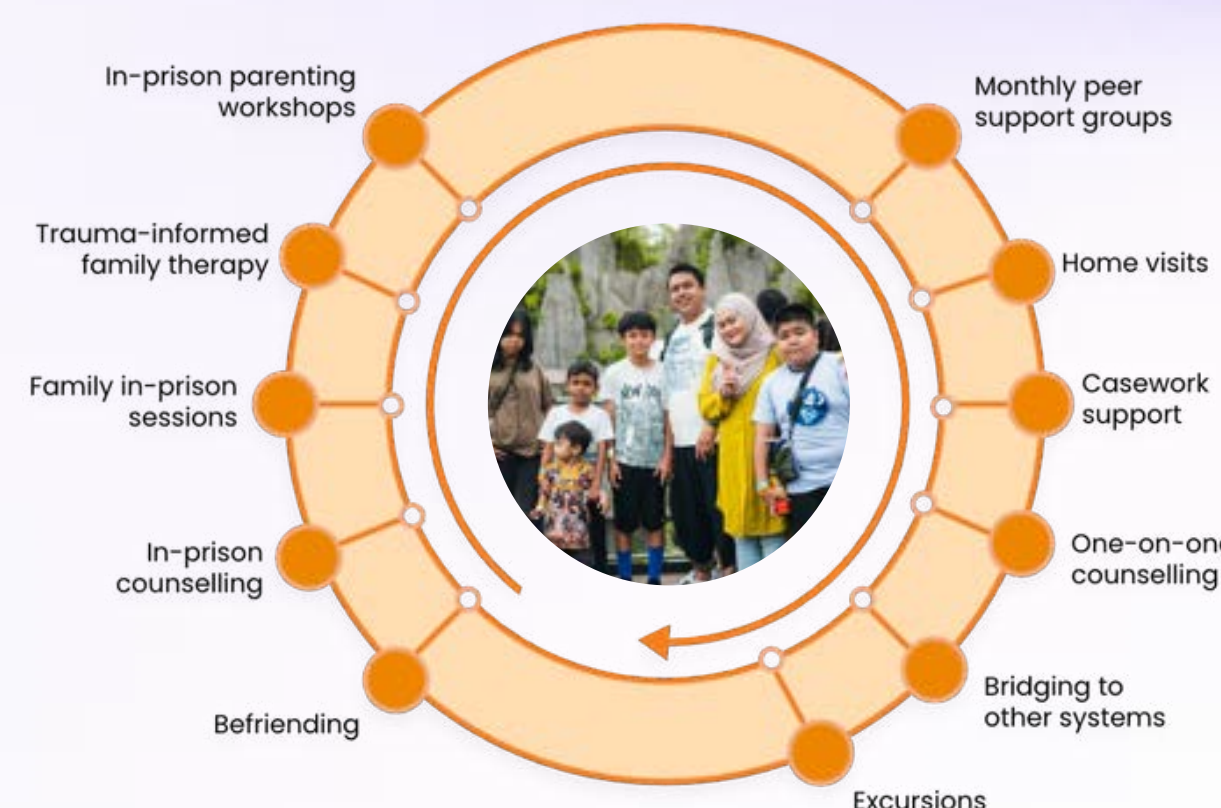
"My family and I would like to extend our heartfelt thanks for the all-expense paid outing to Wildlife Asia. We truly appreciated the opportunity to spend a fun and meaningful day together. The experience was enjoyable — from the exciting animal encounters to the beautiful surroundings — and it was a great chance for us to bond as a family.

While the crowd was quite overwhelming at times, we still had a memorable and fulfilling day overall. Thank you once again for organizing such a thoughtful event and for your generosity in making it possible for families like ours to enjoy experiences like this."



**Transforming
systems of care**

TRANSFORMING SYSTEMS OF CARE



Our Systemic Circles of Care diagram

Five Years of Systemic Practice. What comes next?

Over the past five years, New Life Stories has been working to reshape how care is designed and delivered for families affected by incarceration. Behind the systemic, through-care approach that now sits at the heart of our work is the belief that families cannot be supported in silos.

Systemic practice for us means working with the whole family, across time. Through incarceration and beyond, we support children, caregivers, and parents concurrently. This is because we recognise that in order for change in the family to happen, we must understand the relationships, environments, and systems that shape their lives.

By addressing these together, only then can we make real, lasting change.

Since 2020, this approach has transformed how we design programmes, build partnerships, train volunteers, and measure impact. This work has not only transformed families' journeys — it has begun to influence the wider ecosystem around them. While no single organisation drives change alone, we are proud to have been part of this growing movement, contributing practice insights, data, and lived experience into conversations about what effective care truly looks like. Today, we increasingly see:

- Systemic language adopted across the sector

- Greater emphasis on trauma-informed, longitudinal support
- Stronger collaboration between agencies serving the same families



Yet even with these shifts, gaps remain.

For many families, support begins only after things have already become difficult. Moments like an arrest or sudden separation often unfold quickly, leaving families little time to process what is happening. Caregivers are left to manage immediate decisions. Children are left to make sense of sudden changes, often without clear explanations or support. These moments may be brief, but they shape how children cope, how families communicate, and how they begin to rebuild.

While much of the work today focuses on intervention, there is also a need to look earlier—before families reach points of crisis. Our vision includes creating opportunities for children and young people to develop strong relational foundations: empathy, resilience, and the ability to navigate challenges in healthy ways. These are not separate from intervention, but part of a broader continuum of care that supports long-term outcomes.

Transforming Systems of Care

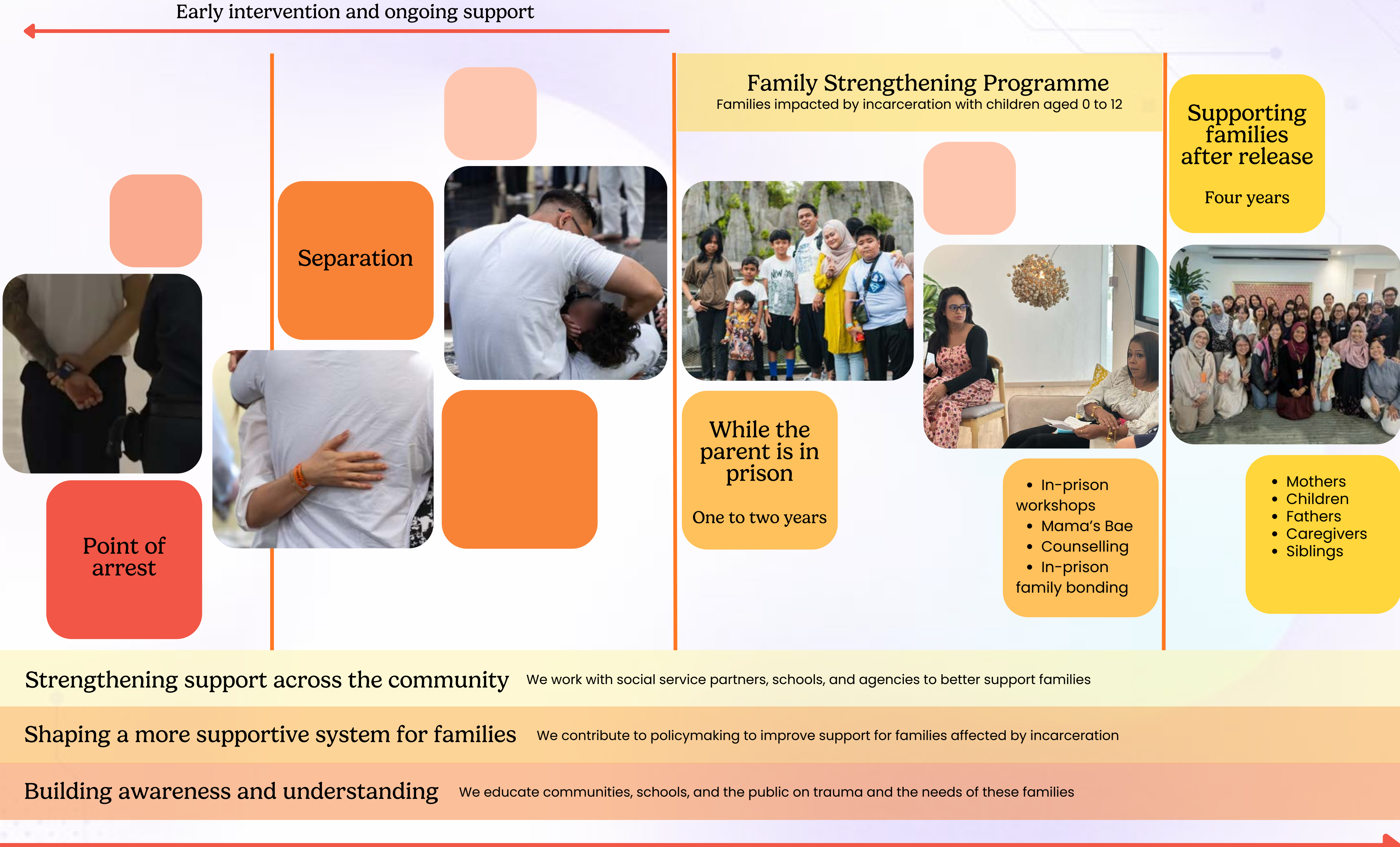
As we look ahead, our focus is on shifting upstream—reimagining how support can be activated earlier, and how systems can respond in ways that are coordinated, timely, and human.

At the same time, we see the need to scale systemic practice beyond our programmes. This means investing in sector capability through learning journeys, practice sharing, and partnerships that enable other agencies to adopt and adapt relational, trauma-informed approaches. It also means working earlier in the life course, including with children and schools, to build foundational values that shape how individuals relate, cope, and grow.

Our ambition is not only to grow what we do, but to influence how care is understood and delivered more broadly—so that families encounter systems that are less fragmented, more responsive, and better able to hold complexity. In the years ahead, we will deepen our advocacy, strengthen cross-agency collaboration, and elevate the voices of families and peers whose experiences hold the blueprint for better systems.

The past five years have shown us what is possible. The next phase calls us to go further—with the continued support of our donors, volunteers, and partners, as we work together to build systems of care that meet families earlier, hold them more consistently, and support change that lasts.

FROM SEPARATION TO STABILITY: HOW WE SUPPORT OUR FAMILIES



STATUTORY INFORMATION

All our charity information including donations, fundraising and grants are kept transparent to demonstrate our commitment to accountability and good governance.

The Board maintains oversight of the financial position, reviews the performance of programmes and services and ensures ethical standards are enforced.

ACRA Unique Entity Number (UEN): 201411304Z
Current IPC Status: 27 November 2025 to 26 November 2027
Registered Address: 64 Kallang Bahru, #01-375, Singapore 330064
Auditor: Rohan. Mah & Partners LLP, Singapore Main Bank: DBS Bank Limited

NLS was incorporated as a Company limited by guarantee from 17 April 2014.
NLS was registered as a Charity under the Charities Act from 16 April 2015.
NLS was accorded an Institution of Public Character (IPC status) from 1 July 2016.
NLS has a Memorandum and Articles of Association (M&AA) as the governing instrument.

MANAGEMENT OF CONFLICT OF INTEREST

During the current and previous financial year, none of the Board members received any remuneration from the Company. Board and Management members are required to disclose any interest that they may have whether directly or indirectly, that the Company may enter into or in any organisation that the Company has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Company's supplier, user of services or beneficiary. Should there be any potential conflict of interest, the affected members may not vote on the issue that was the subject matter of the disclosure. Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue. The Charity has no paid staff, who are close members of the family of the Chief Executive Officer or Board members.

RENUMERATION

- No other board members are remunerated for their board services.
- No staff are involved in setting their own remuneration.
- Two staff earned in the band between \$100,000 to \$200,000 per year

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response	Explanation
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	

S/N	Code guideline	Code ID	Response	Explanation
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	

Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	

S/N	Code guideline	Code ID	Response	Explanation
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		No	
21	The charity has a documented investment policy approved by the Board.	6.4.3		

Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	Donations in kind are recorded for value above \$100

S/N	Code guideline	Code ID	Response	Explanation
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Complied	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

S/N	Code guideline	Code ID	Response	Explanation
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

*Mr Graham Kelly and Mr K. Veerapandiyan have served on the Board for more than 10 consecutive years. To ensure continued board renewal while maintaining institutional stability, the Board will be conducting a formal review of this tenure within the current work year to facilitate a smooth succession plan.

Notes

1 Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

2 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3 Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member. (d) the dependant of the Executive Head's or governing board member's spouse.

4 Executive Head: The most senior staff member in charge of the charity's staff



Registered Address of Charity

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Singapore 330064

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