



New Life
Stories

New Life Stories

Annual Report 2024



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About Us

New Life Stories (NLS) is a social service agency and registered Institution of a Public Character (IPC) that supports incarcerated parents, their children, and their families through a holistic, whole-of-family model. Our mission is to provide the throughcare support necessary to disrupt the cycle of intergenerational incarceration and strengthen families from within.

Incarceration often creates ripple effects that extend far beyond the individual, deeply impacting children and caregivers. These families face a complex set of challenges—including trauma, stigma, disrupted caregiving, and economic hardship. NLS works at the intersection of these issues, recognising that meaningful rehabilitation and reintegration must include support for the entire family unit.

Our approach is grounded in systemic practice and trauma-informed care. We engage families across every stage of their journey—inside prison, during reintegration, and in the community—through a suite of programmes that include in-prison parenting workshops, child befriending, family care and counseling, and peer support groups. Each intervention is tailored to the needs of the individual while contributing to the overall wellbeing of the family system.

NLS also places strong emphasis on preventive and upstream work with children impacted by parental incarceration. By identifying and addressing needs early, we aim to reduce the likelihood of negative long-term outcomes and improve the trajectory of a child's life.

We are committed to ensuring that our work is both impact-driven and sustainable. Our programmes are guided by evidence, strengthened by community partnerships, and designed to build self-efficacy, family resilience, and long-term social mobility.

To Prevent
Intergenerational
Incarceration

To Increase
Family Resilience

To Improve
Quality of Life

To Increase
Social Mobility

Our Mission



CEO's Message

Dear Partners, Donors and Friends,

The year 2024 has been one of celebration, growth and introspection for New Life Stories. This is the year we proudly commemorated our 10th Anniversary alongside our donors, partners, charities and friends. This meaningful occasion allowed us to reflect on our journey to express our gratitude, and renew our commitment to serving our community. From what began as a passion project, it has since grown into a commitment to transform lives and disrupt the cycle of intergenerational incarceration.

Ten years ago, we started with a simple idea: that every parent, no matter their circumstances, deserves a chance to rebuild their connection with their children. What began as a small effort to support incarcerated parents has grown into something bigger than we ever imagined. Every child deserves to grow up in a home that is safe, that is stable and that is loving. New Life Stories continues to strive to make that a reality.

Over these 10 years, the number of families we support has grown from 30 to 660. Through many incare workshops, befriending sessions, and hours of family care support, we've seen families come back together. We've witnessed parents

rediscover hope, children smile again, and families begin to heal. These moments are why we do what we do—they remind us of what's possible when we believe in people, even when the odds are against them. This year is also an honourable year as we moved into our first ever community space and refreshed our look with a new logo.

We thrive at the intersection of community development and engagement, where our families and the community converge and co-create to drive positive change. This is visually represented by the three circles that overlap and form the bee. For bees, everything that they do has to do with cooperation. They build colonies. Similarly, we strive to build communities and break intergenerational incarceration with the power of love. We believe there is love in every family. It's our job to find it and expand it. We reconnect families with conversations and create new memories. We remind our families it's not about staying in the past. It's about what could happen.

The community space is where families can find the support they need—whether it's counseling, peer groups, or play therapy. We are incredibly grateful to OUE for their \$300,000 donation and President Challenge for their \$250,000 donation to renovate our space.

2024 is also the year we launched our final edition of our Love Beyond the Walls series. This anthology is so close to my heart. It's filled with stories written by

parents who are incarcerated—heartfelt stories of love and hope that speak to the unbreakable bond between parents and children. These stories remind us why this work matters so much. As we look ahead, we know there's still so much more to do. We will continue to be the eyes on the ground to build the connection and love with each other and their families. Together, we can ensure that every family gets the opportunity to thrive, no matter where their journey starts.

Thank you for believing in us and our mission to break the cycle of intergenerational incarceration. We would never have been able to achieve this without your love for our families, and I am very thankful for all the support and guidance we have received throughout the years. I am excited for the coming years and hope to continue pushing the boundaries for what we can do to support all families and children impacted by incarceration.

With Gratitude,

Saleemah Ismail
CEO of New Life Stories

Leadership & Board of Directors



SALEEMAH ISMAIL

CEO, New Life Stories
Date of Appointment:
1st September 2017

Saleemah is an advocate for families from disadvantaged backgrounds. After a career in the private sector, she worked for UN agencies including UNIFEM, UN Women and UNDP in Asia and South America. 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, New Life Stories
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.

Board of Directors



MICHAEL TROEMEL

Treasurer, New Life Stories
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 & 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:

Finance Committee

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

Audit & Risk Committee

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

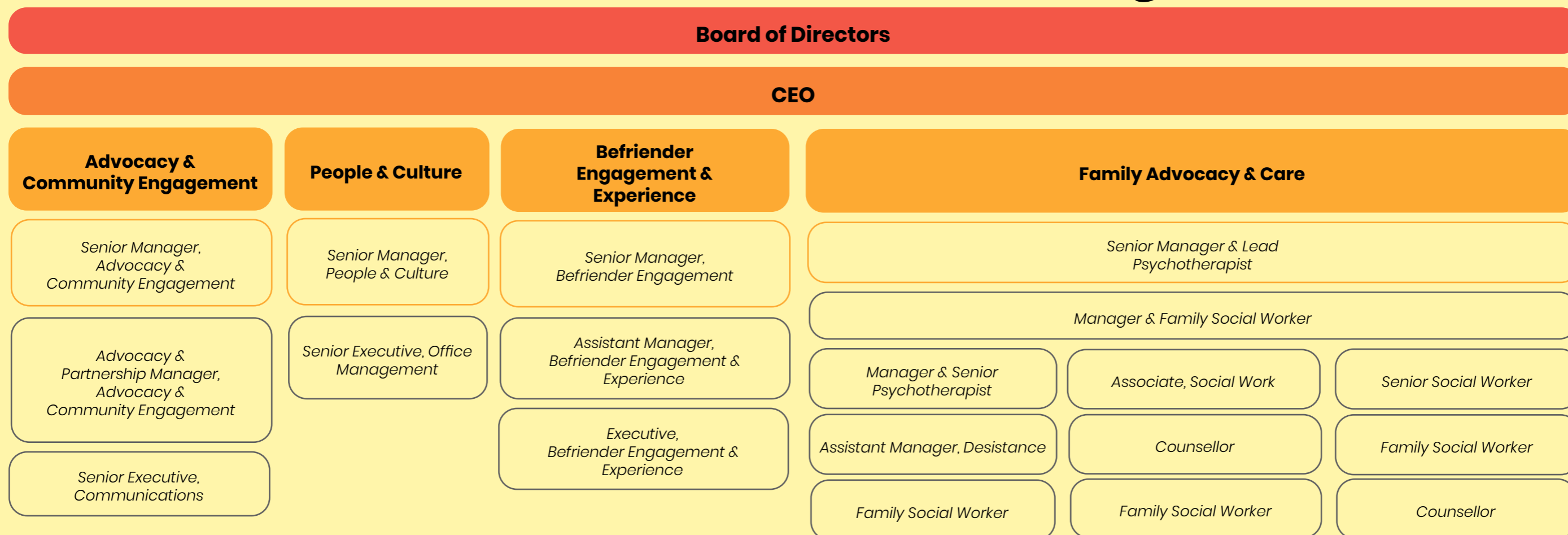
Human Resource Committee

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. Veerapandiyan	Chairperson	3/4
	Zakiah Halim	Member	4/4
	Graham Kelly	Member	2/4
	Jag Sekhon Arora	Member	N/A

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

Organisational chart

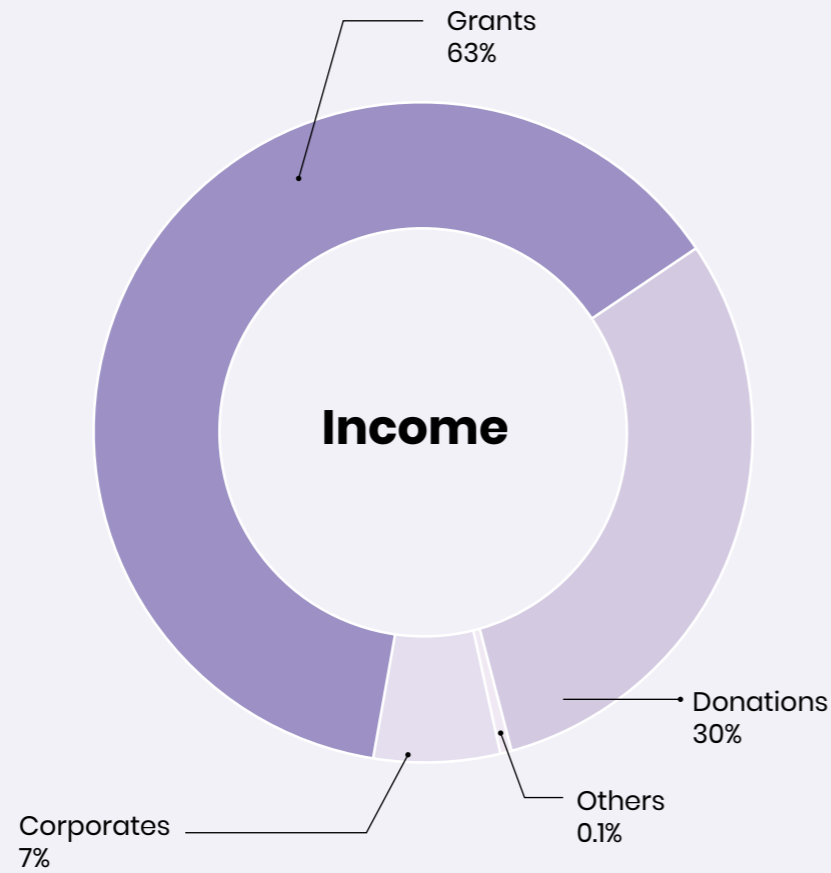




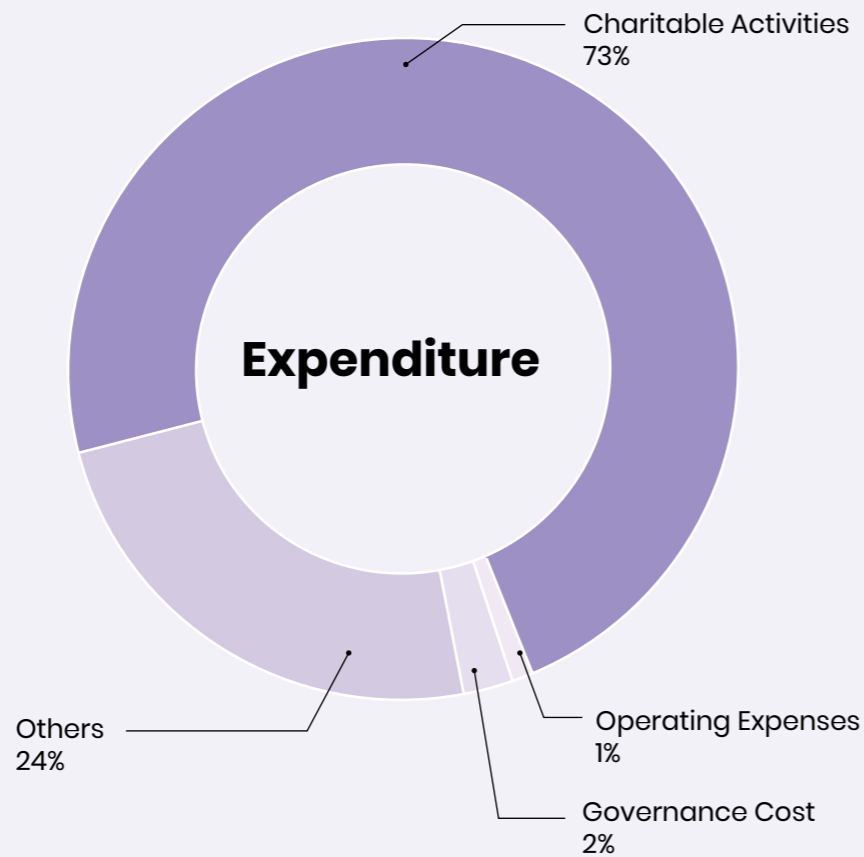
Highlights of 2024

Financial Overview

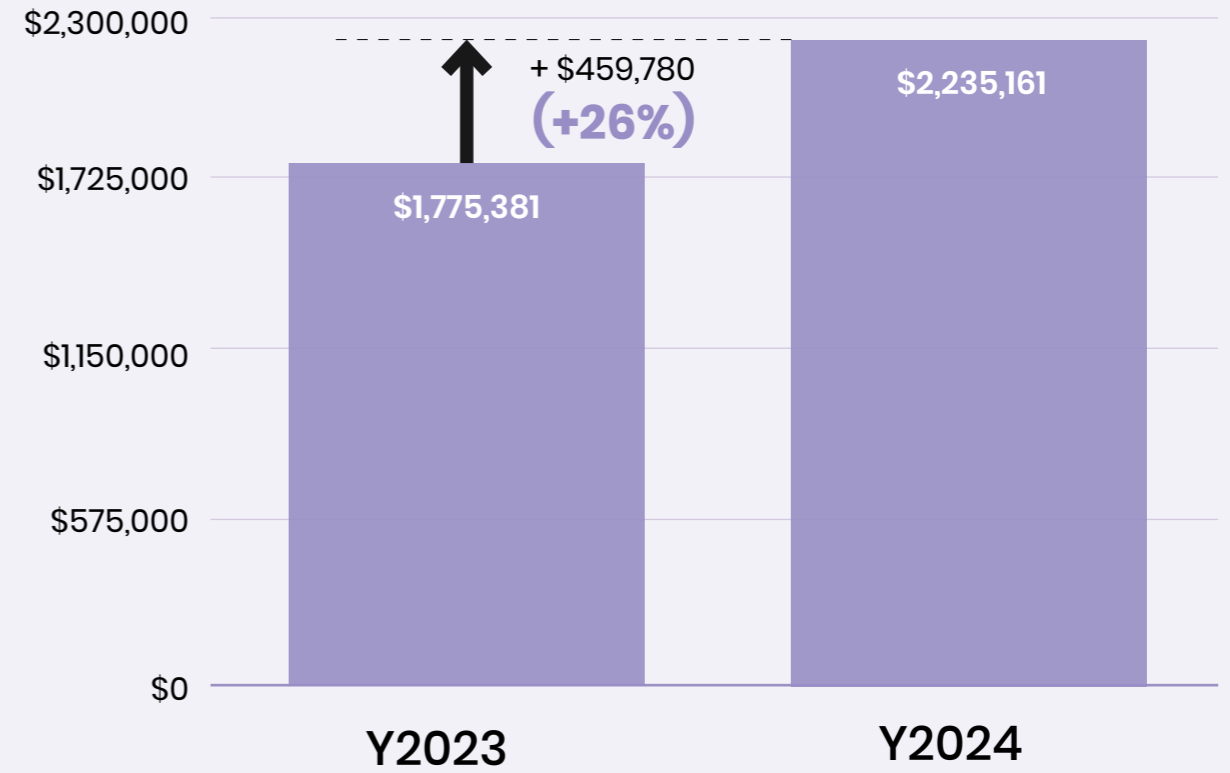
Income	
Donations	\$674,789
Corporates	\$148,423
Grants	\$1,409,346
Others	\$2,603
Total	\$2,235,161



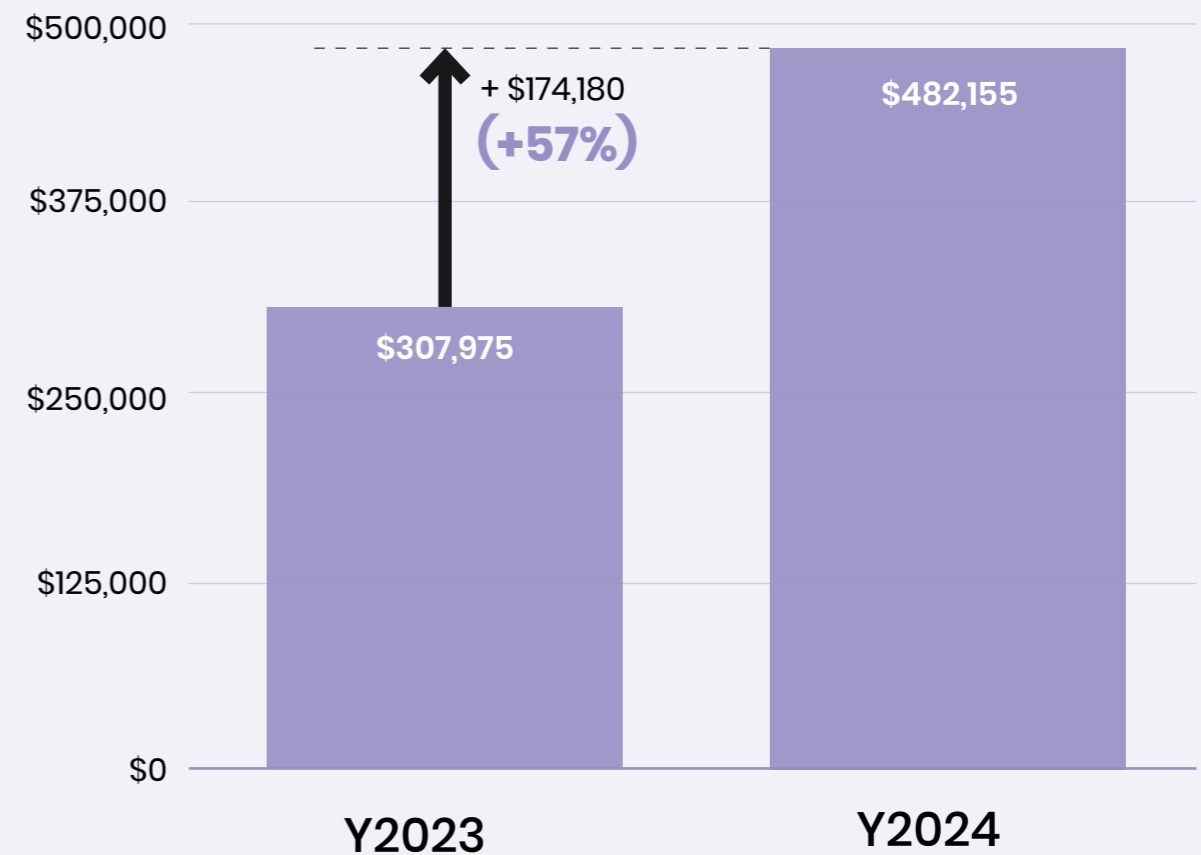
Expenditure	
Charitable Activities	\$1,502,567
Operating Expenses	\$19,926
Governance Cost	\$51,261
Others	\$487,227
Total	\$2,060,981



Total Income Growth



Total Reserves Growth



Outputs & Outcomes

(as of 31 December 2024)



We are currently serving

133 families

consisting of:

133
inmates /
released parents

144
children

383
family members

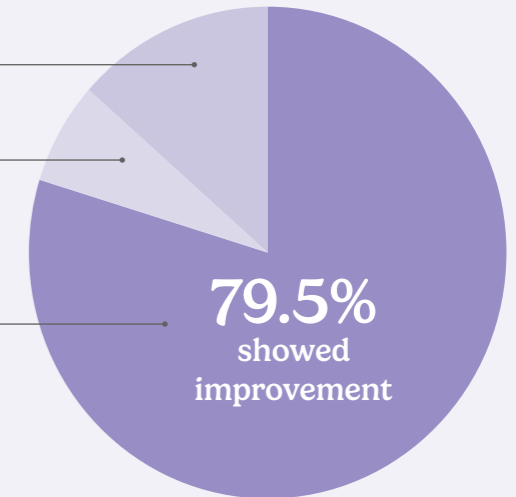
660 service users

Children Reading Literacy

Reduced Improvement
13.7%

Maintained Proficiency
6.8%

**Showed Improvement
79.5%**

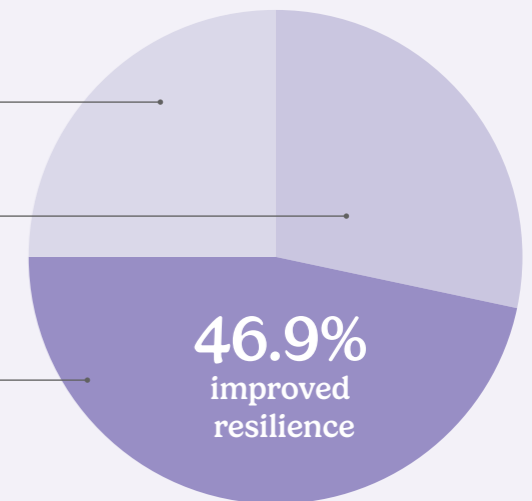


Family Resilience

Reduced Resilience
25%

Maintained Resilience
28.1%

**Improved Resilience
46.9%**

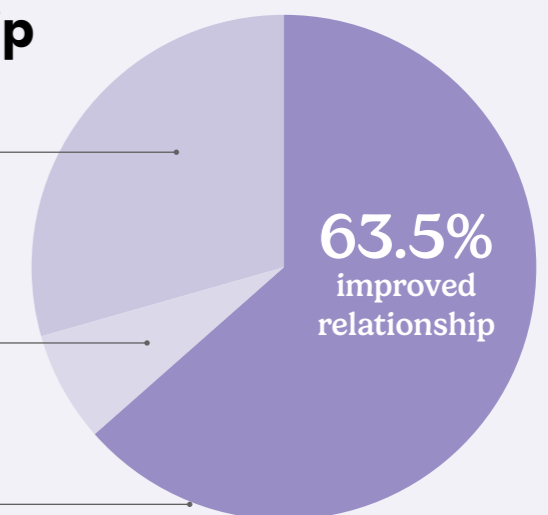


Parent-Child Relationship

Reduced Improvement
25%

Maintained Relationship
7.1%

**Improved Relationship
63.5%**



*Assessments were conducted in early 2025

Awards & Achievements

In recognition of our sustained impact and collaborative efforts in family rehabilitation and reintegration, New Life Stories is proud to have received the following accolades:

2023



Public Sector Transformation Awards 2023 – Star Partner Award

Nominated by the Singapore Prison Service, New Life Stories received the Star Partner Award for our excellence in public sector collaboration and service delivery.

2024



President's Volunteerism & Philanthropy Awards 2024 – City of Good Award

Awarded in partnership with CapitaLand Hope Foundation, Life Community Services, and NeuGen Charity, this prestigious award celebrates the collective impact of our cross-sector collaboration in building a City of Good.

2022



Yellow Ribbon Singapore Advocate of Second Chances Award (Community Partner) 2022

Honoured for our role in supporting the reintegration of ex-offenders through community-based, family-focused programmes.

2023



Singapore Prison Service Volunteer Awards 2023

Recognised for our meaningful contributions to inmate and ex-offender rehabilitation. Several team members also received Long Service Awards for over three years of dedicated volunteering in prisons.

2022



Ministry of Home Affairs National Day Award (Home Team Partners) for Excellence 2022

Awarded for our operational excellence, innovative practices, and outstanding partnership with Home Team agencies in strengthening rehabilitation efforts.



**Looking Back:
Ten Years of Impact,
A Lifetime of Change**

Milestones

Our 10-Year Journey



- Established Family Advocacy & Care unit, growing our team from 5 to 17 staff to support 33% more families
- First book of the *Love Beyond the Walls* series launched at the Istana by President Halimah Yacob

2021

2022

2023

2024

- Logged 5,200 befriending hours
- Families served increased by 33%

- Supported 469 service users with expanded holistic services
- Published *Love Beyond the Walls: Stories from My Father*

- Celebrated 10th anniversary with President Tharman Shanmugaratnam officiating the rebrand, new community space launch, and published *Love Beyond the Walls: Till the End of Time*
- Served 660 service users as of 31 December 2024

2020

2019

2018

2017

- Adapted to COVID-19 with virtual services
- Expanded incare programme to men's prison, with number of families served increasing to 160
- Launched Family Strengthening Programme

- Supported 160 children
- Introduced experiential learning and began virtual support during COVID-19

- Delivered 4,482 reading hours to 82 children
- Conducted group counselling for 52 mothers

- Co-published *Words Without Walls* with Edipresse Media

2014

2015

2016

- New Life Stories founded
- Launched Early Reader Programme for 15 mothers and 30 children

- Support expanded to 30 mothers and 50 children

- Refined mission to support children of incarcerated mothers through literacy and pro-social development
- Granted IPC status and became a member of NCSS

Celebrating our 10th Anniversary

A Decade of Impact, A Lifetime of Change

In 2024, we marked 10 years of New Life Stories. Beginning from a simple visit to Changi Prison, New Life Stories has grown from serving just 15 mothers and 30 children to over 650 individuals impacted by incarceration.

We celebrated this significant milestone during our 10th Anniversary event, a tribute to the people, partners, and stories that have shaped our journey. With the theme “A Decade of Impact, a Lifetime of Change”, the event was graced by President Tharman Shanmugaratnam and Ms Jane Ittogi as our Guests-of-Honour. Together, they unveiled our new logo, launched our new Community Space at 64 Kallang Bahru, and the final book in our *Love Beyond the Walls* series, *Love Beyond the Walls: Till the End of Time*, a collaboration with Geneco.



A New Chapter: Our Community Space

During the event, we unveiled our community space at 64 Kallang Bahru which had been designed to be a warm, welcoming, hub for connection, healing, and growth. Grounded in our belief that safe environments help families rebuild stronger bonds, this space hosts counselling sessions, peer support groups, childminding, play engagement and hands-on learning. This dedicated space was made possible through the generous support of OUE Limited, President’s Challenge, Maybank and The Majority Trust.

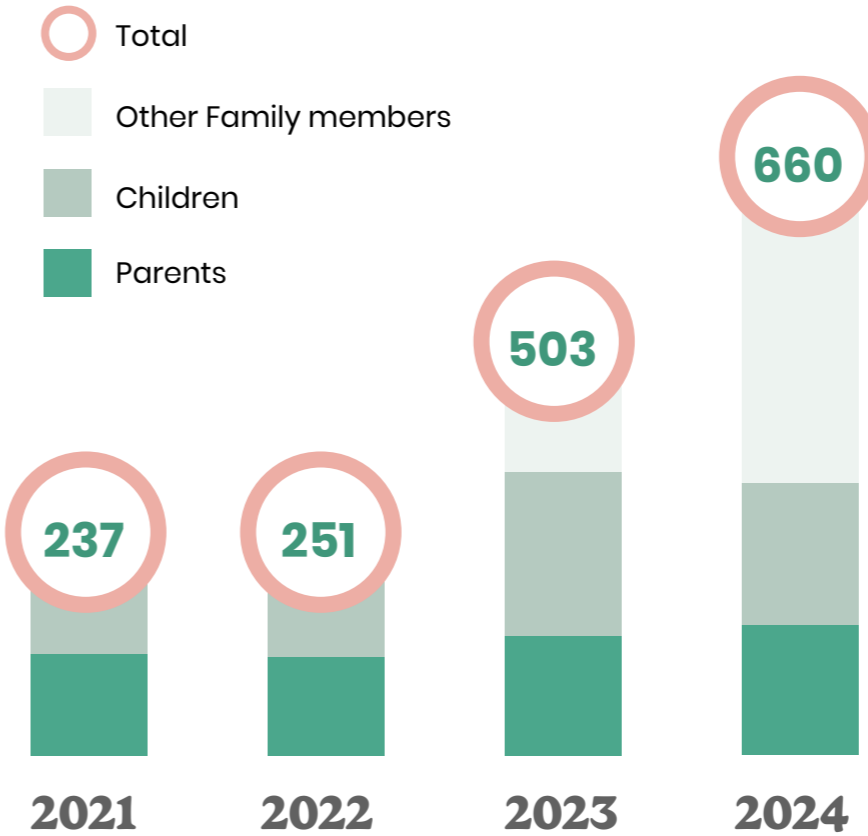
This also marked the debut of our new logo, a visual reflection of how New Life Stories bridges families and connects them to the wider community. Formed by intersecting lines, the bee symbolises resilience, connection, and growth, with leaf-shaped wings representing transformation and new beginnings.

The logo was unveiled through a collaborative painting made up of thumbprints from our families, with the final strokes completed by President Tharman and Ms Jane Ittogi.

“Bees, especially, everything that they do, has to do with cooperation. They build colonies, they build communities, and they only survive because of each other. So it’s a very well-chosen logo in my opinion.”

*President Tharman Shanmugaratnam,
President of the Republic of Singapore*

Number of Service Users



Actual Data for FY2021 to FY2023



Love Beyond the Walls: Till the End of Time

We also celebrated the launch of our third and final anthology, *Love Beyond the Walls: Till the End of Time*, produced in partnership with Geneco. Featuring 10 heartfelt stories written by parents in prison for their children, the book is a way for these parents to rebuild and strengthen their bonds. The illustrations were brought to life by CANVAS, a collective of artists trained at the Visual Arts Hub in Changi Prison.

The book includes a foreword by President Tharman, who wrote:

“Each story tells us the importance of family, and community. Each carries the faith that no one is defined solely by their past. And each embodies hope: that with the right support and understanding, every person can rebuild a better version of themselves.”

Strengthening Our Foundation

This anniversary was also a time to honour the many hands that helped build our village. We are deeply grateful to our supporters and partners whose generosity has enabled us to deepen our impact and walk alongside more families on their journey of healing and re-integration.

To mark this milestone, we launched the 10K for 10 Giving.sg campaign, we rallied the community to give in celebration of our 10-year milestone, raising \$5,080 to support programmes that heal and empower.

Looking ahead, we also announced the upcoming Mama Bae

Programme, funded by the FMAS Trampoline Fund. Launching in 2025, this new initiative will provide dedicated support for pregnant mothers in prison, helping them navigate the emotional complexities of separation, loss, and reintegration with dignity and care.

Our 10th Anniversary received widespread media coverage from both print and digital spotlighting the often invisible stories of families impacted by incarceration and the redemptive power of love, connection, and support. The event was featured in English and vernacular news broadcasts, with print coverage from Lianhe Zaobao and The New Paper.



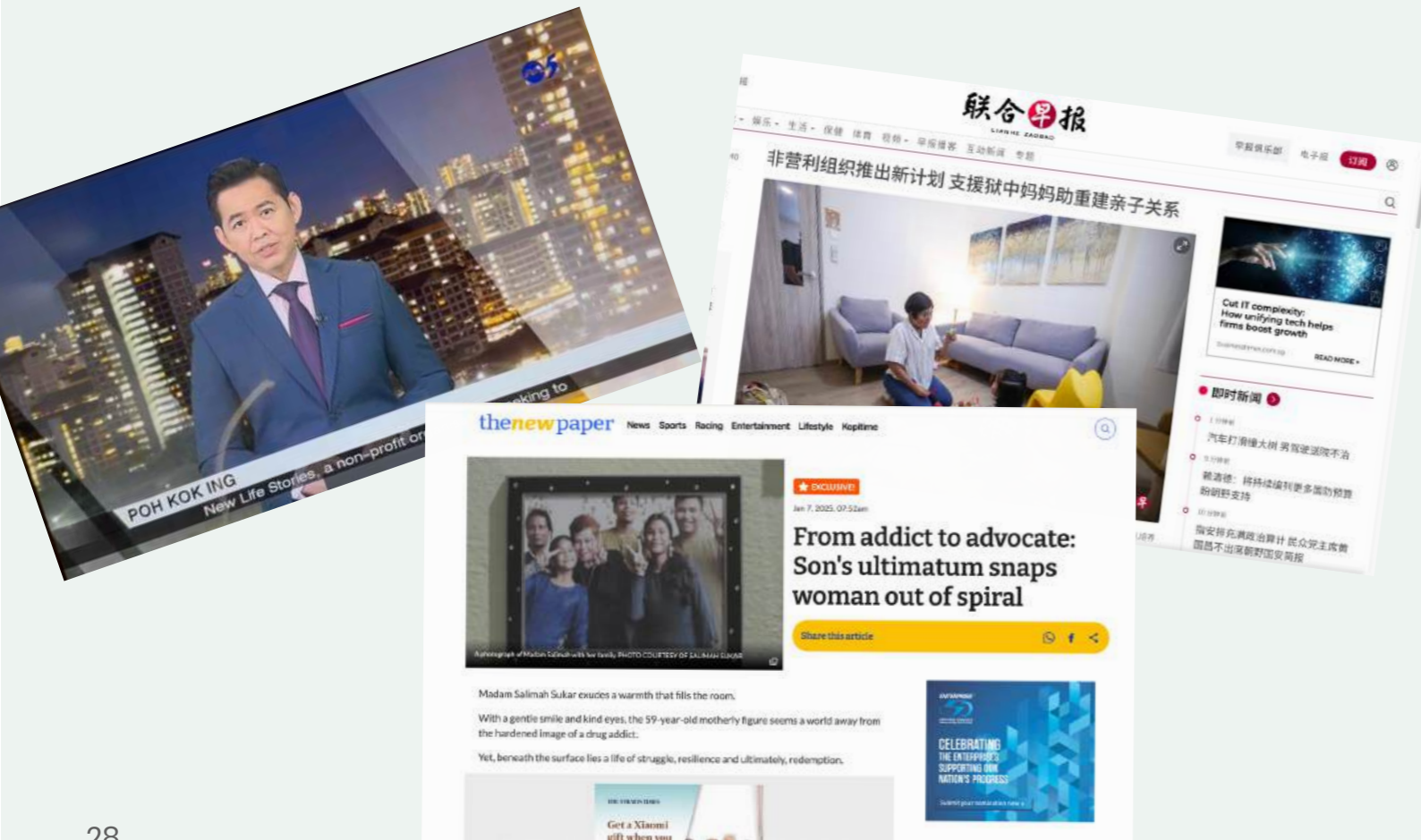
A Story from the Start Salimah Sukar

Salimah Sukar was among the first mothers to join New Life Stories in 2014. At the time, she was serving her third prison sentence, struggling with addiction and the pain of being separated from her four children. The turning point came when her eldest son gave her an ultimatum: get clean or lose contact with them. That moment, she says, “snapped [her] out of the spiral.”

While in prison, Salimah joined New Life Stories’ programme and reconnected with her children through storytelling. She authored “Hungry Fina”, a picture book for her youngest daughter that expressed her love and hope. Since her release in 2016, Salimah has dedicated herself to contributing to society, volunteering with organizations that support inmates and their families, collaborating with support groups, fundraising for community projects and even offering motivational talks in prison.

Today, Salimah remains an active part of the NLS community, using her lived experience to uplift others – proof that given the space and support, second chances can change lives for generations to come.

“I always blame myself for what happened. But now, I want to use my story to help others.”





OUE Family Day at Superpark

Geneco Love Beyond The Wall Pop Up on Orchard Road

Partnerships: Strengthening Families, Together

In systemic work, depth of impact often speaks louder than breadth. At New Life Stories, we know that it takes more than a single programme to shift the trajectory of a family - it truly takes a village. This village is made up of our families, our volunteers, and crucially, our corporate partners who stand alongside us to help break the cycle of intergenerational incarceration. Their steady support has enabled us not only to run our programmes but to create real change for our families who are often left on the margins.

Celebrating Our Children

During Children's Day, with the support of OUE Limited and Community Chest, we brought joy to over 200 children and caregivers at SuperPark. Through laughter and play, we also witnessed healing among our families. OUE also hosted our

families at Crowne Plaza Changi Airport, where children made their own pizzas and caregivers folded towel animals. These seemingly simple activities gave our families the confidence and bonding opportunities that they needed.

Other partners extended this spirit of care across different seasons and settings. Geneco's festive campaign amplified our cause during the holiday season, rallying public support and sharing our stories with new audiences. Through UOB's Marketplace, we reached potential donors and supporters with messages of hope and resilience. And during Camp Cacti, made possible by Capitaland Hope Foundation in collaboration with Yellow Ribbon Singapore and other community partners, our children spent their school holidays meaningfully over a few sessions, including exploring Kampong Glam on an Amazing Race-style tour and engaging seniors in pro-social

activities, learning to give back as much as they receive.

These partnerships extended beyond funding. Through experiential learning journeys like the one hosted by Women@FMAS and CME Group at Climb Central, our children had the opportunity to challenge themselves through rock climbing and games that built confidence and connection. These are the moments that stay with them and remind us all that rehabilitation is not just about correction, but about care, consistency, and community.

Engagements with MHA

Our work is also deeply enriched by our long-standing relationship with the Ministry of Home Affairs, in particular the consistent support of Minister of State Assoc Prof Faishal Ibrahim. Year after year, he joins us in visiting our families during Ramadan, delivering essential groceries and taking time to listen to their stories, their struggles, and their hopes. These moments of solidarity and presence are reminders that our families are seen and valued. Under the MMO Rehabilitation Network coordinated by the Ministry, we have also supported our Muslim families through the annual Korban meat distribution. This year, we were honoured to host members of the MMO network at our new community space, where we shared about our work and explored further ways to collaborate for collective impact.

In each of these partnerships, they bring not just collaboration but co-creation of impact. Every event, every campaign, and every opportunity offered through our many partners brings us one step closer to a future where no child is defined by a parent's incarceration. With every step, we're able to help our families rebuild their lives, and for that, we are deeply grateful.



FMAS Rockclimbing at Kallang Wave Mall



Ramadan Gift Basket Distribution with MOS Faishal Ibrahim



Capitaland Camp Cacti Amazing Race at Kampong Glam



OUE Learning Journey at Crown Plaza



**Building Hope,
Strengthening
Families**

Family Strengthening Programme



At New Life Stories, we believe that healing begins at the heart of the family. Our Family Strengthening Programme (FSP) is a core pillar of our work – designed to support incarcerated parents, their children, and caregivers in navigating the challenges of separation, rebuilding trust, and restoring their sense of connection.

Incare

Our Incare programme provides a crucial foundation for healing and reconnection within the prison walls. Through structured workshops and one-on-one counselling led by experienced therapists, we support incarcerated parents in rebuilding relationships with their children and making peace with their past. These sessions focus on self-awareness, emotional regulation, and parenting from a distance—equipping parents with the tools to maintain meaningful bonds despite physical separation.

Open Visits

As part of our incare work, Open Visits are a vital opportunity for children and families to reconnect with their incarcerated loved ones in a safe, supportive environment. Facilitated by our Family Care team, these visits include bonding activities, interactive games,

and shared reading time where parents read to their children.

We create space for touch, play, and emotional connection, encouraging parents to engage at their child's level, physically and emotionally. The parents also write their very own storybooks for their children, filled with messages of love and hope. We partner with volunteer illustrators who generously bring these stories to life, transforming them into beautifully designed keepsakes. During Open Visits, parents read their booklets aloud to their children, using storytelling as a way to connect and bond. Not only does this nurture the parent-child relationship, but also helps children see their parents in a loving, expressive role.



In 2024, we facilitated seven Open Visits across different prison institutions, offering families rare and meaningful opportunities to be together beyond the routine visitation setting.

Befriending

At the heart of our Befriending Programme is a simple but powerful belief: every child deserves consistent, nurturing relationships to thrive, especially those impacted by the incarceration of a parent. Through weekly one-on-one sessions, our trained volunteers, called Learning Friends, provide mentorship and emotional support to children ensuring no child is left behind.

In 2024, we deepened this work not only through programme delivery, but by investing in the very people who make it possible: our volunteers.

Volunteer Appreciation Day 2024: A Day to Celebrate Heart Work

In January, we celebrated our annual Volunteer Appreciation Day at our new community space – a joyful afternoon dedicated to honouring the incredible individuals and corporate partners who have made our mission possible. With the support of ST Logistics and the students from The Horizon Foundation and Project Liberi, along with many others, the day was filled with laughter, games, and an award ceremony to recognise our volunteers' commitment and compassion.



personal reflections and heartfelt advice during a sharing circle, reminding us just how transformative consistent care and presence can be for a child. We are extremely grateful for our partners, whose impact continues to be deeply felt in the lives they've helped uplift.

Volunteer Spotlight: Magdalene Lim

Magdalene Lim has been a Learning Friend since 2019, dedicating her time every week to support a young reader through reading sessions and engaging activities – from literacy games to pumpkin carving and heritage trails. What started as hesitant weekly sessions has grown into a trusted bond.



"I still remember how shy he was in the beginning," Magdalene shared. "He'd avoid reading and just count things in the pictures. Now, he picks the books, reads to us, and even points out details we'd miss. Watching him grow and gain confidence has been incredibly rewarding."

For Magdalene, volunteering with NLS aligns with her personal hope for a more compassionate society. "What matters most," she says, "is showing up. Don't worry too much about the rest."

Family Care

Family Care wraps around the entire household to provide holistic support beyond individual interventions. Our case-workers walk alongside families through regular check-ins, referrals, and crisis support, while our therapists offer child-centred play therapy and family counselling. This integrated approach strengthens caregiver capacity, supports the child's well-being, and builds a nurturing environment where the whole family can grow together.

Peer Support Groups

In 2023, New Life Stories recognised a critical gap in support for parents' post-release. While our Family Strengthening Programme provides structured intervention during incarceration, the journey of reintegration is often fraught with fresh challenges – from housing and employment instability to ongoing struggles with addiction, stigma, and self-worth.

To extend care beyond the prison walls, we launched Peer Support Groups as a complementary arm to our core work. These groups provide a safe, nurturing space for formerly incarcerated parents and caregivers to share, heal, and grow alongside others with similar lived experiences.

Mamas' Support Group - LADIES

The Mamas' Support Group, now called LADIES, which stands for "League of Aspiring and Dedicated Individuals Encouraging Society" is a group of mothers who either have been in the justice system themselves or have loved ones who are incarcerated. The group's

aim is to help each other understand what the incarcerated parents go through and potentially help their loved ones. By partaking in various activities every month, they share and learn from each other, creating beautiful memories and building healthy connections in a safe environment.



Papas' Support Group - Unbreakable Dads

Unbreakable Dads was formed to help fathers with lived experiences share the joys and struggles of parenting, work, and life. The group, now with 12 members, meets monthly to engage in activities, share experiences, and support one another. Group discussions provide a safe space to address challenges as fathers and husbands. Over one and a half years, strong bonds and mutual trust have developed, with the goal for the group to eventually be led by the dads themselves.

Caregivers' Support Group - Blessed Mums

The Blessed Mums support group came about when it was observed that our caregivers connected with one another during open visits. Recognizing the need for community, we sought feedback and received enthusiastic



support for starting the group. Named by the caregivers themselves, Blessed Mums aimed to build a supportive network for those caring for adults with incarceration experiences, hoping to reduce stigma and foster positive growth through community activities. The group holds monthly sessions for sharing, learning, and mutual support, enhancing their skills, whilst creating lasting memories with each other and the children they care for. This community has provided invaluable comfort and a sense of safety to its members.



A Father's Second Chance: Adex's Story

Adex, 46, was sentenced to seven years in prison for drug-related offences. But it was the thought of his daughter, Shaqiera – who has mild autism – that became his turning point. "If not now, when?" he often asked himself as he pushed through the challenges of pursuing a Diploma in Business while incarcerated.

Through New Life Stories, Adex was paired with a dedicated social worker who offered consistent guidance and emotional support throughout his sentence. This connection helped him stay grounded and make informed decisions as a father even while behind bars.

Since his release in March 2023, Adex has rebuilt his life from the ground up. With NLS's support, he secured stable employment, found a home, and most meaningfully, rekindled a close bond with Shaqiera.

Today, Adex gives back to the NLS community by speaking at events, actively participating in the Unbreakable Dads peer support group, and sharing his journey with others.

Leading Change Through Systemic Practice

As a leading agency in this space, New Life Stories continues to champion a family-first model of rehabilitation – one that restores dignity, nurtures connection, and opens pathways to a new future. What sets our programme apart is our use of systemic practice – an approach that sees families as interconnected systems, where healing must involve every member. Rather than addressing isolated issues, our model explores the relational dynamics between individuals, their families, and wider social structures.

Unlike conventional models, systemic practice sees every family member as part of the solution. By working holistically with incarcerated parents, caregivers, and children, we co-create personalized plans that respond to each family’s unique strengths and struggles. Whether it’s managing caregiving disruptions, supporting children through trauma, or rebuilding parent-child trust, every intervention is grounded in collaboration, care, and context.

From Practice to Thought Leadership

This year, we had the opportunity to share our work with both local and international audiences. At the International Corrections and Prisons Association (ICPA) Conference 2024, our Senior

Manager of Family Care presented “Reclaiming Parenthood: A Systemic Approach to Supporting Incarcerated Parents”. Drawing from real case studies and programme data, we illustrated how incarcerated parents—when supported as caregivers, not just offenders—can strengthen family bonds and actively participate in their children’s lives during and after incarceration.



The presentation highlighted the effectiveness of systemic practice in our Family Strengthening Programme (FSP). Through real case studies and field data, we showcased how incarcerated parents can maintain their parental roles and foster stronger family relationships during and after incarceration. Since the introduction of systemic practice in 2020, the FSP has reached hundreds of families through Family Care, Incare Workshops, and Befriending. Outcomes show a 40% increase in parental resilience and confidence, and over 60%

improvement in literacy and confidence among children participating in our befriending programme.

Our presentation also acknowledged the structural challenges that families face—systemic fatigue, institutional constraints, and the deep emotional toll of incarceration. These realities underscore the urgency of a whole-of-family model that is not only relational but trauma-informed, recognising the lasting impact of adversity and responding with empathy, safety, and trust. By centering relationships and understanding trauma as both context and consequence, we are better able to support families in their journey toward healing and reintegration.

Cross-Sector Engagement and Knowledge Sharing

Beyond ICPA, New Life Stories had also been invited to share about our work with both corporate partners and nonprofit organisations. We spoke at the Young Women’s Leadership Connection Mentors’ Masterclass at VISA and participated in the Yellow Ribbon Community Project Dialogue, contributing to cross-sector learning and advancing capacity building within Singapore’s social service ecosystem.



Through the FSP, we:

- Empower incarcerated parents with communication tools, emotional literacy, and parenting skills
- Support caregivers through home visits, counselling, and advocacy
- Equip children with foundational literacy, emotional regulation, and consistent adult engagement

Sharing our multi-pronged model with other organisations enables us to respond to deep-rooted challenges such as adverse childhood experiences, stigma, and family fragmentation at a National level as well. We strive to continue pushing boundaries and working collaboratively with other like-minded organisations leading to deeper impact.

As we continue to refine and scale this approach, we remain committed to one core goal: breaking the cycle of intergenerational incarceration by strengthening families from the inside out. Our social workers are actively upskilling themselves through various trainings such as Restorative Practices and foundational Play Therapy to be able to support our families deeper.

Looking Ahead

As New Life Stories moves into our second decade, we remain focused on strengthening reintegration pathways, responding to complex needs, and creating sustainable systems of care for families impacted by incarceration. The following roadmap outlines our strategic priorities for the years ahead:

- Roll out Mama's Bae Programme, a dedicated programme for pregnant mothers in prison
- Expand the Learning Friends volunteer network and introduce new engagement formats
- Enhance the overall volunteer experience through targeted training, recognition, and flexible volunteering opportunities, including support for Mama's Bae
- Curate and deliver play engagement sessions and develop play kits to support child-led healing alongside counselling and therapy

Strengthen & Diversify Programmes



Our Vision for The Future 2025 and Beyond

- Grow impact by reaching more families affected by incarceration
- Build a sustainable funding pipeline to retain key staff and expand high-impact interventions
- Enhance research and evaluation frameworks to track outcomes and inform service design
- Establish NLS as a national thought leader in family-centered rehabilitation and systemic care

Build for Long-Term Sustainability



- Invest in tailored training for staff and volunteers to serve high-need families more effectively
- Strengthen and grow peer support groups (LADIES, Unbreakable Dads, Blessed Mums) to promote group ownership and long-term sustainability
- Partner with external agencies to provide enrichment and bonding activities for families in peer support groups

Deepen Support for Complex Needs





New Life
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Governance

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 December 2024 to 26 November 2025
 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.

Remuneration

- 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 (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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 (select whichever is applicable)	Explanation (if Code guideline is not complied with)
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years	1.1.13		
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	
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Human Resource and Volunteer² 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 (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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 (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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 (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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	

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.



**New Life
Stories**

Registered Address of Charity

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Singapore 330064

Contact Information

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