



ANNUAL REPORT 2021



COMPANY INFORMATION

The Centre for Fathering was first incorporated in 1999 as a Private Limited and launched on Father's Day in 2000, then subsequently converted on 17 March 2001 to a Company Limited by Guarantee and obtained IPC status on 19 September 2001 under the Charities Act.

Charity Registration No. :
01522

Registered Address :
1 Coleman Street #05-05 The Adelphi Singapore 179803

Banker :
The Development Bank of Singapore Ltd, Thomson Road

Auditor :
Fiducia LLP Certified Public Accountants, Singapore

Company Secretary :
Jansz Preston Charles

The Centre for Fathering has a constitution as its governing instrument.

A non-profit organisation registered in Singapore:
Registration No: 200101825N
IPC No: IPC000149



OUR VISION

Turning the hearts of fathers and children towards each other



OUR MISSION

Inspiring fathers to strengthen their families

Centre for Fathering (CFF) is a non-profit organisation founded in 2000 to promote active and involved fathering and address issues caused by fatherlessness in Singapore. The organisation aims to turn the hearts of fathers and children towards each other by inspiring fathers to be better role models and strengthen their families. We equip men to be the fathers their children need.

ENGAGE

CFF wants to actively engage schools, workplaces, community and special groups and be considered a Thought Leader and Policy Influencer in the fathering sphere.

EQUIP

CFF wants to equip all fathers through our fathering talks, workshops, conferences, father-child experiential programmes/camps.

ENABLE

CFF wants to enable father groups in the community to provide support and accountability for all fathers.

The desired outcomes are:

- All Singaporeans to understand the important and expanded role of fathers
- All bottlenecks towards good fathering will be removed
- All fathers are equipped with the necessary fathering skills and afforded bonding opportunities
- All fathers will receive holistic support to succeed in their role

DADS FOR LIFE

Since 2015, CFF has been the driving force for Singapore's nation-wide fathering movement - DADs for Life which seeks to inspire and mobilise fathers to become more involved with and a good influence to their children through ACT:

Be Aware of the importance of a father's role
Commit to be good fathers and role models to their children
Spend Time, acquire Tools and bring Transformation to lives

MUMS FOR LIFE

Marriage is a partnership and men can become even better fathers with their wives' support. Mums and Dads play irreplaceable and complementary roles in parenting. That is why DADs for Life partnered with a group of mother volunteers to launch a national ground-up movement - MUMs for Life, on Mother's Day 2019 to complement the work of DADs for Life.

MUMs for Life celebrates a Mum's unique identity as a woman and her irreplaceable roles as a daughter, wife and mother. When Mums are confident in their unique identity and multiple roles, they can better nurture our children and support Dads in building a stronger family in an increasingly complex world.



CHAIRMAN'S MESSAGE

KEITH MAGNUS

Chairman

Centre for Fathering, MUMs for Life & DADs for Life

Dear friends,

I would like to express my heartfelt thanks for your unwavering support in 2021, despite the challenges that all of you are facing due to the COVID-19 pandemic.

Numerous research studies have shown the positive involvement of fathers in their children's lives leads to higher academic achievement, better school readiness, greater emotional security, higher self-esteem and social competence and less behavioural problems than found among children who do not have caring, involved fathers. There is no doubt that fathers influence their children's development in unique and important ways. Studies have also found that children of involved fathers often grow up to be involved parents themselves.

Because of our conviction of the importance of a father's role in the lives of their children, we have not slowed down the work we do in schools, prisons and the community despite the challenges posed by the pandemic. In 2021, we conducted 167 online and physical workshops and engagement events and equipped nearly 5,000 fathers and mothers in Singapore.

Over the past 21 years, we've reached nearly 55,000 fathers through activities such as father-child experiential programmes, shared parenting seminars and fathering workshops. And since MUMs for Life came on board, we are equipping over 1,000 mums a year to better support fathers in building stronger families. The marginalised families in Singapore are also close to our hearts. Since 2017, we have reached over 1,500 underprivileged and incarcerated fathers.

On 5 March 2021, we celebrated Centre for Fathering's 20th Anniversary alongside the inaugural Great Companies for Dads Awards. The dinner was deferred from its original date in 2020 and was pivoted to a new format with a Facebook live programme while small groups gathered over dinner due to pandemic restrictions. Despite such changes, we are touched by your generous support that helped us achieve the \$1.8M we need annually to sustain the many initiatives run by Centre for Fathering, DADs for Life and MUMs for Life to promote stronger father-child, mother-child relationships and encourage strong family bonds.

Other national initiatives such as Eat With Your Family Day, Celebrating Fathers, Mother's Day celebrations, Back to School with Dad and Great Companies for Dads Awards continue to draw much traction. Over 600 companies support Eat With Your Family Day each year while Celebrating Fathers reached over 3.5 million people in 2021.

None of these efforts could have been possible without the support of passionate volunteers and generous sponsors. Thank you all for enabling us to build stronger families in Singapore.



CEO'S MESSAGE

BRYAN TAN

CEO

Centre for Fathering, MUMs for Life & DADs for Life

Dear friends,

Despite the COVID-19 pandemic, 2021 has been a fruitful and very busy year for us! We conducted 167 online and physical workshops and engagement events and equipped nearly 5,000 fathers and mothers in Singapore.

President Halimah Yacob graced two of our events as guest of honour in 2021. In March, five winners of the Great Companies for Dads Awards received their awards from President Halimah for their efforts in supporting fathers at work and encouraging work-life integration in their organisations. In December, President Halimah joined 15 pairs of fathers and daughters as they got to know each other better during the Special Moment With Dad event.

Minister of State for Ministry of Social and Family Development and Ministry of Education Sun Xueling was the guest of honour for our Mother's Day celebration, A Mother's Journey – Unique through the Seasons, a Facebook live panel discussion on a mother's journey of discovery while staying anchored in her identity in May 2021.

Second Minister for Education, Dr Mohamad Maliki Bin Osman participated in our virtual Dads@School Forum in May 2021, which took a deep dive into the importance of play as bonding between fathers and their children. The livestream event was part of our Father's Day campaign – Celebrating Fathers, which reached 3.5 million fathers and family members in Singapore.

In a special edition of Eat With Your Family Day in November 2021, about 100 families enjoyed a Made For Families evening of fun and prizes. Indranee Rajah, Minister in the Prime Minister's Office, engaged the participating families on Zoom to find out what "Made For Families" means to them.

We could not have done these without our donors and volunteers. We will continue to be a good steward of the resources and influence that you have entrusted us with. Thank you once again and I look forward to your support, partnership and trust in 2022 as we continue to strengthen families in Singapore.

Magnus Keith Yu-Jene (Chairman)



- Chairman, Asia at leading global independent investment bank Evercore and member of the firm's global management committee. The first Asian to serve on the firm's top management body and one of only a few Singaporeans to serve on the global management committee of a top Wall Street investment bank
- Recognised as a leading investment banker in Asia having advised on over \$250 billion worth of transactions, has been Head, Chairman/CEO for over 18 years and the youngest Singaporean to have headed an investment banking business nationally for a major top tier investment bank. Since founding Evercore in 2013, has been named Best M&A adviser in Singapore five times and Best M&A Adviser in Asia 2021 and his career has garnered over 30 industry awards for leadership and thought execution
- Currently serves as board director of SportSG (statutory board), Chairman of Alpha Singapore, and board member of The Anglo-Chinese Schools Foundation. Has previously served as board director of Sentosa Development Corporation and Chairman of Finance and Investments Committee; and on other government committees
- Previously Country Head of Investment Banking at Deutsche Bank, Regional MD at Bank of America Merrill Lynch and Chairman of UBS Investment Bank in Singapore and Malaysia

Board of Directors

Albert Lim Song Khiang

- International Trade Broker, Food Sector and Vice Chairman-Deputy CEO, ID and Development
- Set up El-Shaddai Resources in 2000 and SG Mecor Pte Ltd in 2021
- Past experience in senior management in corporations spearheading the regionalisation and expansion of the companies into various countries like Australia, China, Hong Kong, Malaysia, Mauritania, Myanmar, Philippines and Switzerland
- Master of Social Sciences, Counselling, University of South Australia, Adelaide



Faye Ong Hui-Ming

- Head of Family Office Advisory, Asia, Citi Private Bank
- Fundraising Committee of Children's Aid Society, Melrose Home
- Bachelor of Laws, LLB, Hons, University of London, Kings College (Hons)



Koh Kok Niu Derrick

- More than 20 years of communications experience
- Most recently East Asia & Japan Head of Communications at Schneider Electric
- Previously Director of Communications, APAC & LATAM at Lenovo and SVP, Deputy Managing Director at Porter Novelli
- Serves as youth sub-committee member of the National Council for Problem Gambling



Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin

- Immediate Past Chairman, ASEAN Commission on the Promotion and Protection of the Rights of Women and Children
- Singapore Representative of the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children in 2014, Vice-Chairman in 2019
- First Singaporean and woman to head an international financial company in Singapore
- President of the Singapore Council of Women's Organisations from 2010 to 2014
- Past President, International Women's Forum Singapore
- Awarded National Day honours for services to the community BBM Public Service Star nominated by the Ministry of Social and Family Development and PBM, Public Service Medal nominated by Ministry of Communications and Information



Lawrence Teh Yew Kiat

- GM Human Resources of APRIL International Enterprise Pte Ltd
- Previously held leadership, business planning, partnership development, and diplomatic positions in Tanoto Foundation, Singapore International Foundation, Singapore Armed Forces and the Ministry of Defence
- Commendation Medal (Military) 2005; and Public Administration Medal - Bronze (Military) 2011
- B.Eng (First Class Hons) in Aeronautical Engineering, Imperial College, London; M.Sc in International Political Economy, RSIS-Nanyang Technological University; and MBA, Singapore Management University



Lena Soh-Ng

- Senior Advisor and Founder of Distilleri Group, a collection of strategic communications, production and media companies
- Co-founder of Huntington Communications and led the company to win many communications industry accolades, including Best Crisis Management, PRISM Award for Outstanding Campaign by Institute of PR of Singapore, Gold SABRE Award (Retail), Gold SABRE Award (Crisis/Issues Management)
- Past President of the Institute of Public Relations Singapore (IPRS); Recognised by the industry with a Lifetime Achievement Award
- Nominations committee member for PROI, the world's most ambitious entrepreneurial firms with over 84 offices (as at April 2022)





Richard Hoon Thye Woei (Chairman - until 17 May 2021)

- CEO, I Search Worldwide
- Chairman, Cru Asia Ltd
- Chairman, Board of Presidency, The Methodist Church of Singapore CAC
- President, Palm Island Club
- Fellow, Singapore Institute of Directors



Chan Weng Yip Harris (Vice Chairman)

- Currently Head Naval and Maritime Security Services at ST Engineering Marine
- Former Chief Digital Officer and Chief Technology Officer at ST Engineering Group
- Former Rear Admiral in the Singapore Armed Forces
- Held the appointment of Future System and Technology Architect in the Ministry of Defence and Commander of the Maritime Security Task Force in the Republic of Singapore Navy
- Led the multi-national coalition Combined Task Force 151 to conduct counter-piracy operations in the Gulf of Aden

Board of Directors

Lim Cheen Yee

- President, Food Technologies Asia, of Kemin Industries (Asia) Pte Ltd
- Previously with Arthur Andersen LLP in the Singapore and San Jose offices and other US multinationals
- Bachelor of Accountancy (Hons) from Nanyang Technological University of Singapore



Muhamad Imaduddin Bin Abd Karim

- Deputy Public Prosecutor with the Attorney-General's Chambers (AGC)
- Admitted as an Advocate and Solicitor of the Supreme Court of Singapore in 2003
- Previously held legal and/or compliance related roles with the Monetary Authority of Singapore (MAS) and UBS AG (Wealth Management)
- Formation NSman of the Year Award and Friend of MCCY Award 2015
- 9th Division Commander's Coin Awardee in 2019
- Executive Committee Member of SAFRA Mount Faber
- School Advisory Committee Member of Gan Eng Seng School
- Member of The Law Society of Singapore and the Singapore Academy of Law



Sajen Aswani

- CEO, Tolaram
- Chairperson, B Lab Singapore
- Director, Family Business Network (FBN) International
- Former President, FBN Asia
- Member of the Board of Directors, Nanyang Business School Advisory Board
- BSc. University College of London and MSc. Imperial College



Seow Siew Ngo Serene

- Managing Director of Eu Yan Sang (Singapore) Pte Ltd
- More than 25 years of experience in the health and wellness industry, helping business management and development, branding and omnichannel initiatives, as well as professional healthcare pharmacy practice management
- Master of Business Administration from the University of Stirling/Bachelor Degree in Pharmacy from the National University of Singapore
- Councillor, Community Chapter of the Pharmaceutical Society of Singapore from 2009 to 2013
- Councillor with Singapore Retailers Association
- Management Committee of People's Association Project We Care



Wong Seng Yoong

- Founded DADs for Life and Yellow Ribbon Project in 2009 and 2004 respectively
- Previously Deputy Director of Singapore Prison Services and CEO of Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Previously Senior Director at Ministry of Social and Family Development where he oversaw the work with abused children and youth-at-risk





Management Team

| | |
|----------------------|---|
| Bryan Tan | - CEO (Appointed 2 August 2016) |
| Yuen Chee Onn | - Group Head, Engagement and Programmes |
| Norman Tan | - Group Head, Volunteer Resource and Governance |
| Kevin Chum | - Head, Strategic Partnerships |
| Michele Soon | - Head, Media and Communications |
| Joseph Chia | - Manager, Finance and HR |
| Cheryl Ng | - Head, MUMs for Life |

PROGRAMMES AND ACTIVITIES

Each year, Centre for Fathering engages over 300,000 families and equips more than 5,000 fathers and mothers through nation-wide initiatives, father-child programmes, workshops and talks.

INITIATIVES

- Back to School with Dad encourages fathers to commit to accompany their children to school on the first day of each school year.
- Celebrating Fathers spans the month of June, with exciting activities planned to celebrate the role of fathers and raise awareness of the importance of active fatherhood.
- Eat With Your Family Day encourages organisations to release employees from work early to enjoy a meal with their families on the last Friday of every school term.
- Great Companies for Dads Awards is Singapore's first award to recognise outstanding organisations with policies and practices that support fathers and help them thrive in the workplace.



For Fathers

ICAN Fathering Workshop

In this instructional, inspiring, and interactive workshop catered to fathers in all life stages, discover your fathering style and strengths for greater fathering success and satisfaction.

Raising Sons

Boys learn what it means to be a man first from their fathers before they learn from other male role models. Join in conversations that will help fathers examine their own perceptions of masculinity and then equip them to raise their sons in the new masculinity.

Coaching for Fathers

Coaching for Fathers empowers fathers to engage in their children's lives personally, effectively and responsibly, with a focus on how to build long-lasting, healthy and nurturing relationships.

For Fathers and Children

Adventure With Dad

Featuring thrilling highlights such as rock climbing, high elements, a dark maze as well as a special time of affirmation, this session provides a platform to foster father-child interaction and communication to form cherished memories!

Breakfast With Dad

In this experiential workshop, fathers will prepare and share a breakfast with their children while expressing love and warmth and engaging them in meaningful conversations. The session enables fathers to foster better communication and closer bonds with their child.

For Parents

Parenting The Growing Years

To help parents succeed in parenting in an increasingly complex world, this workshop presents parents with a renewed mindset and new approaches in relating to their children while equipping them with principles and strategies to help their children thrive. It is ideal for parents of children up to 12 years old.

Parenting The Teens Years

This workshop will provide parents with a roadmap to navigate these crucial and challenging teenage years. Learn why teenagers behave the way they do, how to communicate and connect with your teens, and manage conflict effectively.

Emotion Coaching Workshop

Based on the book "Raising an Emotionally Intelligent Child" by Dr John Gottman, this workshop helps parents connect with and guide their children's positive social and emotional development, turning emotions into bonding and teachable moments.

For more information, please visit fathers.com.sg/programmes or scan the QR code below.





Workshops

For Mothers

Heart of a Mother Experience

Heart of a Mother Experience (HOME) aims to build safe spaces for mothers to come together and share their joys and struggles, so they can seek wholeness, and fulfilment. Under HOME, mums will affirm and empower mums through the W.I.S.D.O.M Approach.

Redefined Series

Re-charge yourself and get back on track internally in this two-part workshop, Lost in Transition and Mind-field, which sets out to empower mums to redefine who they are beyond past experiences, cultural, social and self-imposed expectations.

Calm over Chaos Series

Strengthen your emotional being in this two-part workshop, Beneath the Surface and Riding the Waves, which touches on the emotional aspect of motherhood in particular the area of mum guilt and stress.

Personal Leadership

Discover how you can develop your personal leadership capability to achieve your full potential in this two-part workshop, Exploring the ART of Personal Leadership and Creating a Personal Leadership Strategy.

For Parents

Keep Calm; It's just the Exams

Find out how parents can guide their children and use the opportunity to build their child's confidence and better manage their stress.

Bonding in Love

What does it mean to love our children? How do we translate our emotions into proactive behaviour? Bonding in Love takes us on a journey of reflection and discovery – to love our family with our hearts and minds. It's Love in Action!

Positive Attitudes Every Day

What would parents give to enable their children to lead meaningful and fulfilling lives? The answer can be as simple as positive attitudes. The next question is: How? Find the answer in Positive Attitudes Every Day.

SPARK: From 'Me' to 'We'

Feel better prepared and equipped to transition and grow well together through the changes and challenges faced as newlyweds or couples with young children.

SPARK: Falling in Love with You Over and Over Again

Discover each other anew as couples with teenagers and beyond. Delve into how to reconnect, make a difference together and build into a shared future.

For more information, please visit fathers.com.sg/programmes_categories/for-mums or scan the QR code below.



2021 Highlights

Singapore's First Great Companies for Dads Awards Recognises 22 Organisations for Innovative HR Policies



Five organisations from the public and private sectors have been selected as winners of the Great Companies for Dads Awards 2021.

Launched by the Centre for Fathering and DADs for Life, the Great Companies for Dads Awards is Singapore's first award to recognise outstanding organisations with policies and practices that support fathers and help them thrive in the workplace. It is organised in partnership with Families for Life and in support of the Made For Families initiative.

These organisations received the awards from President Halimah Yacob at a ceremony on 3 March 2021. They hail from industries such as manufacturing, education, property and government. The winners are City Developments Limited, Ministry of Defence/Singapore Armed Forces (MINDEF/SAF), Michelman Asia-Pacific Pte Ltd, Ministry of Social and Family Development and Singapore Management University.

In addition, another eight companies received letters of commendation for their efforts in encouraging work-life integration in their organisations and nine other companies received letters of appreciation for participating in the awards.

Reflecting on a Mother's Unique Journey this Mother's Day

In celebration of Mother's Day, some Mums (and a Dad!) got together for A Mother's Journey – Unique through the Seasons, a Facebook live stream panel discussion on a mother's journey of discovery while staying anchored in her identity on 2 May 2021.

Graced by guest of honour Minister of State for Ministry of Social and Family Development and Ministry of Education Sun Xueling - the panel, moderated by Alison Lim, MUMS for Life Committee Member, discussed the journeys of motherhood and how mothers can inspire other mothers through learning and growing together, sharing experiences and resources.

During her speech, Ms Sun said, "Support from families, friends, communities and various other stakeholders have been critical in helping Singapore women to progress throughout the years. We have done well but more can be done."



Celebrating Fathers 2021 Honoured 21st Century Dads Juggling Multiple Roles



Celebrating Fathers 2021 heralded Father's Day with a line-up of virtual and live events to celebrate the many roles fathers play and encourage fathers to bond with their families.

Celebrating Fathers 2021, which ran from 29 May to 11 July 2021, was jointly organised by Centre for Fathering, MUMS for Life, DADs for Life, Families for Life and Mediacorp, in support of the Made For Families initiative.

The campaign kicked off on 29 May 2021 with the virtual Dads@School Forum. Guest of honour Second Minister for Education, Dr Mohamad Maliki Bin Osman participated in the livestream event, which took a deep dive into the importance of play as bonding between father and child.

"Many fathers tend to focus on certain roles such as the provider and protector. However, they may overlook roles such as being their children's playmate," said Dr Maliki. "Through play, you can connect with them and build strong bonds, as you are letting them know you are there for them and you enjoy being with them. As fathers, we may not be as good as our children in the game, and we can learn from them instead of always thinking that they learn from us."

Fathers and Daughters Build Stronger Bonds

To build stronger father-daughter relationships, 15 pairs of fathers and daughters took part in Detik Istimewa Bersama Ayah (Special Moment With Dad) on 12 December 2021 at Asli Village, Downtown East.

Detik Istimewa Bersama Ayah is an event of the Malay Muslim Fathering Month (Bulan Kebapaan), an initiative by Centre for Fathering and Bapa Sepanjang Hayat which aims to encourage active fathering among Malay Muslim fathers. The initiative kicked off in early September with a series of online and physical activities that took place between September and December.

Guest of honour for the event President Halimah Yacob said, "Fathers, you have an important role to play in your daughter's life. Research has shown how important father-daughter relationships are."

"Young women who have a positive relationship with their fathers achieve more academically, have higher self-esteem and make better relationship choices. Studies suggest that loving, encouraging fathers who respond calmly when their children misbehave raise girls who have a more positive outlook," she added.



Eat With Your Family Day is Made For Families!



In a special edition of Eat With Your Family Day on 19 November 2021, about 100 families enjoyed a Made For Families evening of fun and prizes. Indranee Rajah, Minister in the Prime Minister's Office, engaged the participating families on Zoom to find out what "Made For Families" means to them.

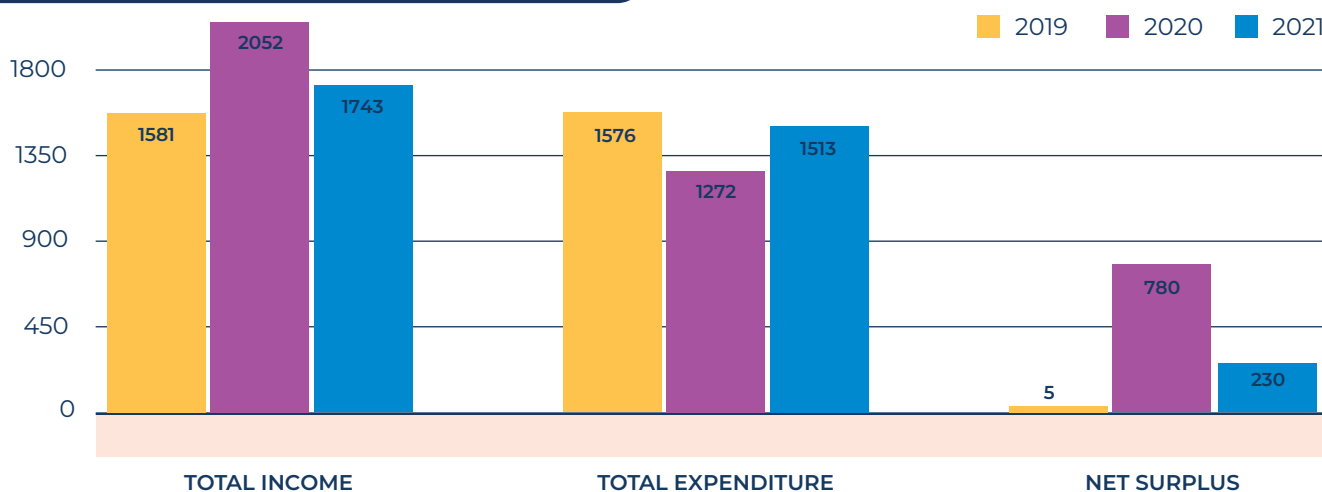
The "Eat With Your Family Day is Made For Families" virtual event marked the last Eat With Your Family Day of the year. This event was organised by Centre for Fathering, MUMs for Life and DADs for Life, in partnership with Families for Life, in support of the Made For Families initiative.

Minister Indranee said, "Eat With Your Family Day is an important reminder to make time for our families. While many of us have been working from home, a lot of that time is spent on virtual meetings or emails. We should make a concerted effort to disconnect from work at regular intervals and enjoy precious moments with our loved ones. I am happy to know that there are more than 600 companies that are supportive of such family-friendly initiatives today. Family-centric companies are much more likely to have a happier and more productive workforce, find it easier to recruit and retain and have a positive work culture. Let's all join in to build a Singapore that's Made For Families."

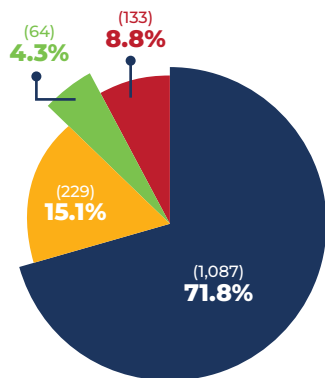


FINANCIAL STATEMENTS

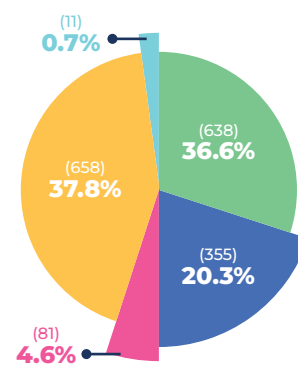
INCOME & EXPENDITURE (\$'000)



BREAKDOWN OF EXPENSES 2021 (\$'000)



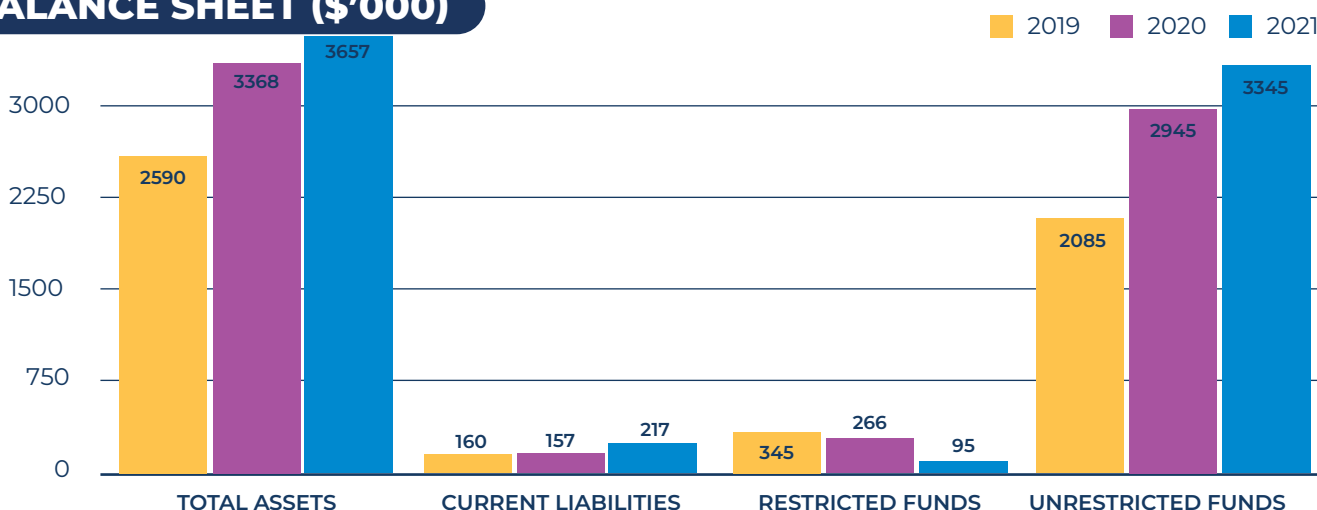
BREAKDOWN OF INCOME 2021 (\$'000)



- DADs for Life and MUMs for Life Outreach and Training Initiatives
- Salaries and Staff Welfare (General)
- Depreciation
- Governance and Admin

- Fundraising, Donations, Programme Fees and Others
- National Population and Talent Division Fund
- National Council of Social Service
- Ministry of Social and Family Development Grant - DADs for Life, MUMs for Life
- Other Funds - SG Care, Central Singapore Community Development Council

BALANCE SHEET (\$'000)



FN: Total Funds = Restricted Funds + Unrestricted Funds + Current Liabilities

IMPACT TO COMMUNITY

SINCE 2000

OVER
55,000
fathers equipped

27
nations inspired by
DADs for Life

SINCE 2017

OVER
1,500
underprivileged and
incarcerated fathers
served

PROGRAMMES
AND WORKSHOPS IN 2021

167 programmes
4,700 dads and mums
equipped

SUPPORTING
FATHERS AND MOTHERS

OVER
140
father and mother groups
in schools and community

BACK TO SCHOOL
WITH DAD 2021



over
40,000 families
32 schools

Great
Companies
for Dads
Awards 2021

GREAT
COMPANIES
FOR DADS
AWARDS 2021

55 winners
88 organisations received
letters of commendation
9 organisations received
letters of appreciation



One FRIDAY every quarter,
your family gets more of you!

BRANDED TO YOU BY
FRIDAY'S FUTURE
DADs for Life
IN PARTNERSHIP WITH
IN SUPPORT OF
families

EAT WITH YOUR FAMILY DAY 2021

OVER
600
participating organisations

CELEBRATING FATHERS 2021

Celebrating
Fathers

3.5
Million
fathers and family
members reached
in June 2021

2,000
families received goodie bags

300,000
fathers and family members
reached in September 2021 through
the Malay Muslim Fathering Month

FUNDRAISING

1 FUNDRAISING IN 2021 AND THE YEAR AHEAD

To mark the 20th anniversary of Centre for Fathering, a fundraising event and charity auction took place over Facebook live on 5 March 2021. A total of \$1M was raised through the effort. In preparation for the Centre for Fathering Charity Golf 2022, \$26,000 was raised in 2021 for the event that is slated for 3 March 2022.

The Centre for Fathering will also tap on national initiatives such as Celebrating Fathers, Eat With Your Family Day and the Malay Muslim Fathering Month to garner support and awareness for retail-giving and donation. Funds raised in 2021 will go towards delivering programmes for:

Incarcerated fathers

Marginalised families in various ethnic communities

Strengthening families in Singapore through the Families for Life, MUMs for Life and DADs for Life partnership focusing on campaigns such as Back to School with Dad, Eat With Your Family Day and Celebrating Fathers

2 MAJOR DONORS AND PARTNERS

AUBECK KAM TSE TSUEN

EMAAN INSPECTION PTE LTD

HO BEE FOUNDATION

JONATHAN SCHIFF

JUZAR S/O SALEH MOTIWALLA

KAREN GOH HUI LIN

LIONEL LIM

MAGNUS KEITH YU-JENE

MELVIN WONG JIN HUI

MICHELLE LIM CHEEN YEE

NTUC FAIRPRICE FOUNDATION LTD

ONG CHIN YEW

ORCHARD PARKSUITES PTE LTD

PULAU SAMBU SINGAPORE PTE LTD

RICHARD HOON THYE WOEI

SAJEN ASWANI

SHARON TAY

SOULRICH FOUNDATION

SYMASIA SINGAPORE FUND -
MINGXIN FOUNDATION

THE GRACE, SHUA AND JACOB BALLAS II
CHARITABLE TRUST

GOVERNANCE

1 ROLE OF THE GOVERNING BOARD

The Directors of the Centre for Fathering Board of Directors are collectively responsible for the governance of Centre for Fathering. The Board reviews and regularly monitors the effectiveness of the organisation's fundamental operations, financial plans, policies and decisions, including the execution of its strategies and objectives. It also seeks to enhance long-term value to Centre for Fathering's beneficiaries by promoting and sustaining the active fathering movement in Singapore.

2 TERM LIMIT OF BOARD

To enable succession planning and steady renewal in the spirit of sustainability of Centre for Fathering, Board Directors have a term limit of ten years. In particular, the Board Chairman and Finance Committee Chairman have a term limit of four years.

The following board members have served the board for 10 consecutive years or more:

Richard Hoon Thye Woei, Board Chairman

Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin, Nominations, Remuneration & Establishment Committee Chairman

Centre for Fathering is in the process of renewing the Board. The Board Directors who have served more than 10 years are staying on till 2021 to ensure continuity and a smooth handover of their portfolios to new directors.

3 BOARD MEETINGS AND ATTENDANCE

A total of Four Board meetings were held during the financial year.

GOVERNANCE

4 BOARD OF DIRECTORS APPOINTMENT AND ATTENDANCE

| BOARD MEMBER | DATE APPOINTED | BOARD MEETING ATTENDANCE |
|--|--|--------------------------|
| MAGNUS KEITH YU-JENE <i>Director and Chairman</i> | 1 Jan 2018 15 May 2018 28 Aug 2020 17 May 2021 Appointed Fundraising Committee Chairman Appointed Vice-Chairman Appointed Chairman | 4/4 |
| RICHARD HOON THYE WOEI <i>Director and Chairman (until 17 May 2021)</i> | 12 May 2009 27 Aug 2013 30 Apr 2014 Appointed Audit Committee Chairman Appointed Chairman | 2/2 |
| CHAN WENG YIP HARRIS <i>Director and Vice-Chairman</i> | 13 Jun 2018 13 Jun 2018 27 Feb 2020 17 May 2021 Appointed Engage Committee Chairman Appointed Audit & Risk Mgmt Committee Chairman Appointed Vice-Chairman | 4/4 |
| ALBERT LIM SONG KHIANG <i>Director and Nominations, Remuneration & Establishment Committee Chairman</i> | 13 Jun 2018 13 Jun 2018 18 Aug 2021 Appointed Enable Committee Chairman Appointed Nominations, Remuneration & Establishment Committee Chairman | 4/4 |
| FAYE ONG HUI-MING <i>Director</i> | 1 Jan 2018 | 2/4 |
| KOH KOK NIU DERRICK <i>Director</i> | 1 Nov 2021 | 1/1 |
| LAWRENCE TEH YEW KIAT <i>Director and Strategic Partnerships Committee Chairman</i> | 1 Jan 2018 15 May 2018 18 Aug 2021 Appointed Equip Committee Chairman Appointed Strategic Partnerships Committee Chairman | 4/4 |
| LENA SOH-NG <i>Director and PR and Engagement Committee Chairman</i> | 9 Jul 2015 7 Dec 2016 18 Aug 2021 Appointed Engage Committee Chairman Appointed PR & Engagement Committee Chairman | 4/4 |
| LIM CHEEN YEE <i>Director and Finance Committee Chairman</i> | 10 Jun 2019 27 Feb 2020 Appointed Finance Committee Chairman | 4/4 |
| MUHAMAD IMADUDDIEN BIN ABD KARIM <i>Director</i> | 1 Jan 2018 | 4/4 |
| SAJEN ASWANI <i>Director</i> | 1 Nov 2021 | 0/1 |
| SEOW SIEW NGO SERENE <i>Director</i> | 22 Jan 2021 | 3/4 |
| TAN CHENG LIN LAURA MRS LAURA HWANG CHENG LIN <i>Director and Nominations, Remuneration & Establishment Committee Chairman (Until 17 May 2021)</i> | 6 Jul 2004 27 Aug 2013 15 May 2018 Appointed Finance & Establishment Committee Chairman Appointed Nominations, Remuneration & Establishment Committee Chairman | 2/2 |
| WONG SENG YOONG <i>Director (Until 17 May 2021)</i> | 1 Oct 2013 7 Dec 2016 Appointed Enable Committee Chairman | 2/2 |

5 DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD DIRECTORS

No Board Directors are remunerated for their Board services in the financial year.

GOVERNANCE

6 COMMITTEES

AUDIT & RISK MANAGEMENT

The Audit & Risk Management Committee assists the Board and Management to establish internal control concepts and objectives that safeguard and protect Centre for Fathering's assets. It also establishes the audit plan and scope of both internal and external audit at the beginning of each financial year and reviews the audited financial statements for endorsement by the Board and approval by the members at the Annual General Meeting.

CHAN WENG YIP HARRIS (CHAIRMAN) & LENA SOH-NG

FINANCE

The Finance Committee endorses the annual budget for the Board's approval, establishes financial authority limits and implement controls in compliance with proper accounting and fiduciary practice in accordance to regulations for not-for-profit organisations.

LIM CHEEN YEE (CHAIRMAN), MUHAMAD IMADUDDIEN BIN ABD KARIM AND SEOW SIEW NGO SERENE

NOMINATIONS, REMUNERATION & ESTABLISHMENT

The Nominations, Remuneration & Establishment Committee reviews the annual headcount and associated budget relating to compensation and benefits as well as promotions for Board's approval. It also reviews the tenure of Board Directors and Members and makes recommendations for change for the Board's and Members' endorsement and Members' approval during the Annual General Meeting.

ALBERT LIM SONG KHIANG (CHAIRPERSON), CHAN WENG YIP HARRIS AND MAGNUS KEITH YU-JENE

PUBLIC RELATIONS AND ENGAGEMENT

The Public Relations and Engage Committee increases the awareness of Centre for Fathering, MUMs for Life and DADs for Life to help fathers and mothers realise their need for equipping, enhances outreach to fathers and mothers in Singapore and collaborates with local and regional partners on events and outreach. The committee also helps fathers and mothers who are engaged with MUMs for Life and DADs for Life to become ambassadors and develop strategies to better support fathers and mothers in schools, communities and organisations.

LENA SOH-NG (CHAIRPERSON), FAYE ONG HUI-MING AND KOH KOK NIU DERRICK

STRATEGIC PARTNERSHIPS

The Strategic Partnership Committee sources and evaluates new strategic partnerships and monitors the progress of existing partnerships between Centre for Fathering and other organisations and develops policies for collaboration with local and regional partners on programmes, initiatives and research. It assists the Board in steering all fund-raising activities to support the programmes, projects and activities of Centre for Fathering. It also develops fund-raising strategies and executes effective fund-raising activities according to the organisation's prioritised needs.

LAWRENCE TEH YEW KIAT (CHAIRPERSON), ALBERT LIM SONG KHIANG AND SEOW SIEW NGO SERENE

MEMBERS

Edwin Choy, Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin, Lau Tat Chuan, Lim Soon Hock Raj Mitta, Ramlee Bin Buang, Seah Kian Peng, Wong Seng Yoong, Wong Suen Kwong

HONORARY CHAIRMAN

Lim Soon Hock, Richard Hoon Thye Woei

PATRON

Tan Chuan-Jin Speaker of the Parliament of Singapore

GOVERNANCE

7 DISCLOSURE OF REMUNERATION

For the financial year ended 31 December 2021, the remuneration of key management personnel during the financial year was as follows:

| REMUNERATION BAND (S\$) | NO. OF KEY MANAGEMENT PERSONNEL | SERVED AS BOARD MEMBER? (YES/NO) |
|-------------------------|---------------------------------|----------------------------------|
| Above \$100,000 | 1 | No |
| Below \$100,000 | 2 | No |

In 2021, CFF did not employ any paid staff who is a close family member of the CEO or Board Director.

8 RESERVES POLICY

Centre for Fathering has a reserve policy for long-term stability of our operation and we ensure that there are sufficient resources to support our work in the event of unforeseen circumstances. Centre for Fathering will endeavour to maintain 2 years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil Centre for Fathering's continuing obligations.

| <i>The company's reserve position for the financial year ended 31 December 2021 was as follows:</i> | | 2021 | 2020 | Increase (Decrease) |
|---|--|---------|---------|---------------------|
| | | S\$'000 | S\$'000 | % |
| A | Unrestricted Funds | | | |
| | Accumulated general funds | 3,343 | 2,945 | 13.51 |
| B | Restricted or Designated Funds | | | |
| | Restricted Funds | 97 | 266 | (63.53) |
| C | Total Funds | 3,440 | 3,211 | 7.13 |
| D | Total Annual Operating Expenditure | 1,514 | 1,272 | 19.03 |
| E | Ratio of Funds to Annual Operating Expenditure (A/E) | 2.21 | 2.32 | |

For more information on Centre for Fathering's reserves policy, please refer to Note 18 (page 34) of the 2021 Audited Financial Statements.

GOVERNANCE

9 CONFLICT OF INTEREST POLICY

All Board Directors and staff are required to comply with Centre for Fathering's conflict of interest policy.

The Board has put in place documented procedures for Board Directors and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board Directors also abstain and do not participate in decision-making on matters where they have a conflict of interest.

10 WHISTLEBLOWING POLICY

Centre for Fathering has put in place a whistle blowing policy that affords staff and external parties many avenues to raise concerns on irregularities within the organisation. They can report to the CEO or the Chairman of the Audit & Risk Management Committee without fear of unfair treatment or any adverse consequences.

11 CORPORATE POLICIES

To view Centre for Fathering's corporate policies on financial management & internal controls and volunteer management, please scan the following QR codes:



Financial Management
& Internal Controls
Policy



Volunteer
Management
Policy

12 AUDITED FINANCIAL STATEMENTS AND GOVERNANCE EVALUATION CHECKLIST

To view the 2021 audited financial statements and governance evaluation checklist, please scan the following QR codes:



2021 Audited
Financial Statements



2021 Governance
Evaluation Checklist



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