

ANNUAL REPORT 2023



SUPPORTING MUMS
INSPIRING DADS
STRENGTHENING
FAMILIES

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INSPIRING DADS



COMPANY INFORMATION

Centre for Fathering was first incorporated in 1999 as a private limited, launched on Father's Day in 2000, converted to a company limited by guarantee on 17 March 2001, 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

Centre for Fathering has a constitution as its governing instrument and is 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 is a non-profit organisation founded in 2000 to promote active and involved fathering in Singapore. The organisation turns the hearts of fathers and children towards each other by inspiring and activating fathers to strengthen families. We activate men and women to become effective fathers and mothers for their children.

We are privileged to receive the Charity Transparency Award in 2022 and 2023 - an award that recognises charities that adopt good transparency and governance standards!



In 2009, Singapore's nationwide fathering movement DADs for Life was founded to inspire and mobilise fathers to become more involved 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

Centre for Fathering has been the driving force for the DADs for Life movement since 2015.



On Mother's Day 2019, DADs for Life partnered with a group of mother volunteers to launch a national ground-up movement - MUMs for Life to complement the work of DADs for Life. MUMs for Life celebrates a mum's identity as daughter, woman, wife, and mother and aims to help mums become confident in their unique identity and multiple roles so that they can better nurture our children and encourage dads in building a stronger family in an increasingly complex world.

Chairman's Message

Keith Magnus
Chairman, Centre for Fathering



Over the past 23 years, Centre for Fathering (CFF) has actively encouraged fathers to become more involved and inspired fathers to strengthen their families. Through our DADs for Life fathering workshops and father-child bonding programmes in schools, businesses, and the community, we have equipped over 65,000 fathers to become the dads that their children need.

By encouraging fathers to become more involved, CFF is playing a key role in shifting societal norms where mums are perceived as the main caregivers of children. As fathers become more engaged in parenting and household duties, marriages are strengthened, maternal well-being improves, and mums are encouraged to pursue their personal interests and careers with greater peace of mind. This promotes greater equality in society and empowers women to be the best versions of themselves.

To further support mums in their multi-faceted roles as women, wives, mothers, and daughters, MUMs for Life has equipped over 5,000 mums since 2021. Mums and dads play irreplaceable and complementary roles in parenting. MUMs for Life aims to help mums become confident in their unique identity and multiple roles so that they can better nurture our children and encourage dads in building a stronger family in an increasingly complex world.

There is a segment of fathers who is often forgotten by society that is close to my heart. Each year, we work closely with Singapore prisons to conduct over 70 fathering workshops and father-child bonding activities for more than 600 incarcerated fathers. For the work we have done, CFF has been recognised as a Ministry of Home Affairs Home Team partner.

We also provide support to fathers of children with special needs, fathers from marginalised families, as well as new fathers so that they can embark on their fathering journey on a firm foundation.

We are honoured to have received the Charity Transparency Award for the second time in 2023. You can be assured that your donations to us will be well-stewarded towards growing Singapore into a nation that is truly Made For Families! We look forward to your continued support in the coming year.



CEO's Message

Xander Ong
CEO, Centre for Fathering

I was appointed CEO of Centre for Fathering (CFF) in October 2023 and I'm excited to write this annual report message.

My journey with CFF began as a participant in the ICAN Fathering workshop in 2023, where I had the opportunity to meet Edwin Choy, the co-founder of CFF. At that point, I was a new father to a baby boy born in January 2023 and had earlier resigned from my job in eldercare to spend time building my marriage and family.

When the opportunity at CFF was made known to us, my wife and I saw great congruence in the work at CFF and the life we are building together. The values of CFF in promoting active fatherhood resonated deeply with my own beliefs and experiences as a new father who had chosen to prioritise my family and relationships over my career at a pivotal time in my life. CFF has a rich history of engaging fathers in the community, with over 190 father groups established in various settings such as schools, prisons, and grassroots organisations.

Having spent many years in business and healthcare, I hope to build on this strong foundation and expand CFF's reach into the business world by collaborating with companies to further support fathers in their journey and create a positive impact on families and society.

Families are the cornerstone of society, and by empowering fathers to be actively involved in their children's lives, we not only strengthen individual family units but also contribute to the overall well-being of society. My goal is to work closely with businesses to champion this cause and create a change within these companies which will, in turn, impact the families they serve.

As we move forward, I am excited about the possibilities that lie ahead for CFF. By fostering a community of engaged fathers and expanding our partnerships, we can make a significant difference in the lives of families and society.

Thank you to our donors, volunteers and fathers and mothers in the DADs for Life and MUMs for Life movements for your support. Together, let's inspire a new generation of fathers to be actively present in their children's lives.

Each year, Centre for Fathering engages over 300,000 families and equips more than 5,000 fathers and 2,500 mothers through nationwide initiatives, programmes, and talks.



Just For Dads

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 children.

COACHING FOR FATHERS

Coaching for Fathers empowers fathers to engage in their children's lives personally, effectively, and responsibly, focusing on building long-lasting, healthy, and nurturing relationships.

FATHER-CHILD EXPERIENTIAL WORKSHOP

This workshop utilises experiential learning methods to coach fathers to relate to their children. We create an experience that is fun and impactful for father and child.

ICAN FATHERING WORKSHOP

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

NAVIGATING THE TEEN YEARS

With a focus on highlighting the importance of fathers in developing emotionally healthy teens, the workshop equips fathers to guide their teens into young adulthood. Fathers will learn that their role goes beyond setting boundaries to being a nurturer and how to build confidence and resilience in their teens.

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 perceptions of masculinity and equip them to raise their sons in the new masculinity.



Just For Mums

CALM OVER CHAOS SERIES

Mothers can influence the emotional climate at home. While we may not always be able to control our circumstances or feelings, we can learn how to better cope with them. By understanding and managing our emotions first, we can model healthy ways to ride the emotional waves from day to day and guide our families through theirs.

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. This is a journey to speak to the hearts of mothers and bring out the best in them and their families. Under HOME, mums will be affirmed and empowered through the W.I.S.D.O.M Approach.

REDEFINED SERIES

The Redefined Series empowers mums to redefine who they are beyond past experiences and cultural, social, and self-imposed expectations. It also allows mums to broaden their understanding of matters that affect their sense of worth, self-care, and mental resilience. Through the sessions, we hope that mums will get back on the right track internally so they can better manage or cope with the external challenges.

PARENTING THE GROWING YEARS

To help parents 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 TEEN YEARS

This workshop provides 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.

PARENTING IN THE DIGITAL AGE

This workshop empowers parents and offers valuable insights and practical advice for guiding children in the digital realm. Topics include understanding the digital landscape, managing screen time effectively, navigating online platforms with children, and fostering critical thinking skills when consuming media.

PLUGGED IN: CONNECTING WITH YOUR DIGITAL CHILD

In today's digital world, technology plays a significant role in our daily lives and children are growing up surrounded by it. As parents, we often worry about the impact of technology on our children. However, it's essential to recognise that technology can also be a powerful tool for learning and development. Through this workshop, we will explore why technology is beneficial for our children and how we can connect with them in the digital realm. Learn how to strengthen relationships with our children in their digital activities. Topics include understanding your digital child, connecting with your gaming child, setting boundaries, and role modelling.

THE GAMING DAD

This workshop aims to share a father's perspective on managing a gaming child and the impact on the family of a gaming father who loses control. Topics include the role of the father, understanding your gaming child, how to connect with your gaming child, the gaming dad, and how to set boundaries for oneself and role-modelling for your child. Mums are welcome to attend this workshop as well.

TALKS

Centre for Fathering offers talks on topics relating to fathering, marriage and family. They are usually 1 hour (45-minute presentation with a 15-minute Q&A) and are suitable for organisation and community events.

- Father Awareness Talk: Bringing The Importance of Fathers To The Forefront
- Hold On To Your Child
- Keep Calm; It's Just The Exams
- Let's Play
- Lost in Transition: Motherhood & Self-worth (For Mums only)
- Mind-field: Navigating Our Mental Maze (For Mums only)
- Emotional Resilience: Regaining Control (For Mums only)
- Raising Courageous Children
- Setting Rules And Boundaries Like An Authoritative Parent And Others...

For more information about our programmes, workshops and talks, please scan QR code





Back To School With Dad encourages fathers to commit to accompany their children to school at the start of the new school year.



Celebrating Fathers, which takes place in June each year, celebrates the role of fathers and raises awareness of the importance of active fatherhood.



Connecting The Generations initiates flavourful interaction to build extended family relationships as essential resources for families.



Eat With Your Family Day takes place four times a year on the last Friday of each school term. The initiative encourages organisations to allow employees to leave work early at 5 pm to enjoy a meal with their families.



Great Companies for Dads Awards was launched in 2021 by President Halimah Yacob to recognise companies with family-centric policies and programmes that enable fathers to thrive at home and the workplace.



Mum's Day Out is a Mother's Day initiative that celebrates, recognises and encourages mothers for their tireless efforts in the parenting journey.



Mum's Wellness provides a platform to encourage mums to give attention to their well-being even as they give so much in their roles as wife and mother.



Spark Couple Conversations draws married couples to cast their focus on important conversations through seminars and workshops to scaffold their couple and family life.

12 ORGANISATIONS RECOGNISED FOR INNOVATIVE HR POLICIES THAT SUPPORT FATHERS

Five organisations from the public, private, and people sectors have been selected as winners of the Great Companies for Dads Awards 2023. Animal & Avian Veterinary Clinic (AAVC), City Developments Limited, Focus on the Family Singapore Ltd, Ministry of Social and Family Development, and Partior received awards from President Halimah Yacob at the Centre for Fathering Charity Ball on 10 February 2023. In addition, another seven organisations received letters of commendation for their efforts in encouraging work-life integration in their organisations.

Great Companies for Dads Awards 2023

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 at home as they do at the workplace.



SPECIAL TREATS TO CELEBRATE MUMS

To celebrate Mother's Day, Mayor of Central Singapore District, Ms Denise Phua, joined over 800 mothers and family members for MUM's Day Out at Gardens by the Bay on 13 May 2023. Mums and their families enjoyed a picnic, stage performances as well as special treats such as art sessions by Ma Ma on Palette, and relaxing massages on OSIM's massage chairs.



CELEBRATING FATHERS HONOURS FATHERS ACROSS LIFE STAGES



Mr Tan Kiat How, Senior Minister of State, Ministry of Communications and Information & Ministry of National Development, joined over 10,000 visitors at Sports Hub for Dad's Day Out on 18 June 2023.

Dad's Day Out, the pinnacle event of Celebrating Fathers, saw multi-generational families having fun with activities ranging from trishaw rides to games such as giant pick-up sticks, bouncy castles, and video games. At the DADs for Life Tree, many were also seen sharing and passing on family values and words of encouragement for fathers.

Into its eighth year, Celebrating Fathers 2023 is themed "Honouring Fathers Through The Generations" and aims to recognise and encourage dads in their fathering journey. First launched in 2016, the annual Celebrating Fathers campaign is a nationwide initiative that aims to recognise the efforts and contributions of Singapore's dads.

DADS FOR LIFE TREE TO INSPIRE SINGAPORE FATHERS

On Father’s Day this year, Mr Tan Kiat How, Senior Minister of State, Ministry of Communications and Information & Ministry of National Development put up a special wish on the DADs for Life Tree at Dad’s Day Out event at the Sports Hub.

This special Strawberry Guava tree, symbolic of a father's tender heart and strong shoulders, was re-planted at the Family Zone of Gardens by the Bay, in celebration of families in Singapore on 31 August 2023. The DADs for Life Tree is Centre for Fathering's gift to Singapore's fathers across generations - to recognise the older generation of fathers for their efforts towards nation-building, to appreciate today's younger fathers for overcoming the challenges of fathering in a complex and ever-changing world and last but not least - to encourage the next generations of fathers who are Singapore's future.



DADS SURPRISED WITH FATHER’S DAY CARDS

Over 7,000 children from 39 madrasahs and mosques honoured their fathers through handwritten Father’s Day cards provided by Centre for Fathering and Bapa Sepanjang Hayat. The cards were mailed to their dads so that they could be pleasantly surprised during Father's Day. Last year, Centre for Fathering and Bapa Sepanjang Hayat organised a similar activity for 1,000 students. The meaningful initiative was expanded to reach even more fathers and children this year as it was well received.



CORPORATE ENGAGEMENTS



Burt Peh, Schools and Community Engagement Manager at Centre for Fathering was invited to share the importance of a father's involvement in the upbringing of children with the staff of Chevron Singapore (pictured left).

To commemorate Father’s Day, Kevin Goh and Burt Peh from Centre for Fathering’s engagement team were invited to Partior’s office for a panel discussion on the joys and challenges of being a father in today's world! Together with Partior’s Nick Lydon Smith, Vivien Yao, and Usha Joyrama who moderated the panel, they shared their personal stories, wisdom, and experiences in celebration of the importance of fatherhood.

Centre for Fathering's fundraising efforts through general donations, the Centre for Fathering Charity Ball, and online fundraising campaigns raised \$572,426 in 2023.

Centre for Fathering Charity Ball held on 14 February 2023 at the Fullerton Hotel raised \$411,976 through sales of tables and lucky draw tickets, an auction as well as donations. During the dinner, guest of honour President Halimah Yacob gave out awards to the winners of the Great Companies for Dads Awards 2023.

Major Partners and Donors

Abry Pte Ltd	Bryan Tan Hon Jonn	CCIC Singapore Pte Ltd	Chan I-Harn, Alvin
Chow Philip Wei Yuen	City Developments Limited	David Chee Chern Ern	Gan Yong Aik
George Christopher Willis	Kam Tse Tsuen Aubeck	Khoo Kim Piow Andrew	Lim Yan Kian Jonathan
Keith Yu-Jene Magnus	Mediacorp Pte Ltd	Mellford Pte Ltd	Melvin Wong Jin Hui
Mohan K Vaswani	Ng Chiew Leng	NTUC FairPrice Foundation	Tan Lee Hia
Tan Yan Zhen	Tolaram Corporation Pte Ltd	Turnaround Management Services Pte Ltd	

Looking Ahead

Centre for Fathering will also tap on nationwide initiatives such as Celebrating Fathers, Eat With Your Family Day and Great Companies for Dads Awards to garner support and awareness for retail-giving and donations in 2023.

Funds raised will go towards the following areas:

- Drive the nationwide DADs for Life and MUMs for Life movements
- Engage with corporates to adopt best practices to promote and equip their stake holders to be great fathers
- Encourage active fathering through nationwide initiatives such as Eat With Your Family Day, Back to School With Dad, Celebrating Fathers, and Great Companies for Dads Awards
- Support father and mother groups in schools, communities, and organisations
- Expand outreach to new dads of newborns and dads in marginalised circumstances

Fundraising Plan

- Centre for Fathering Charity Golf
- Online fund raising campaigns for DADs for Life on giving.sg, www.fathers.com.sg

Expenditure Plan

- Charitable activities (including events management, event venue, salaries and bonuses, staff CPF, media and development cost)
- Governance cost and other expenditures

Since 2000

65,000
fathers equipped

Since 2021

5,500
mothers equipped

In 2023

1,929
mothers equipped

7,939
fathers equipped

Over **340**
programmes and workshops



200
schools participated
in 2023



Over **600**
participating
companies

Supporting Dads and Mums
in schools, organisations,
and communities

192
father groups

57
mother groups



3.4M
fathers and family members reached in 2023

2,000
families at Dad's Day Out 2023

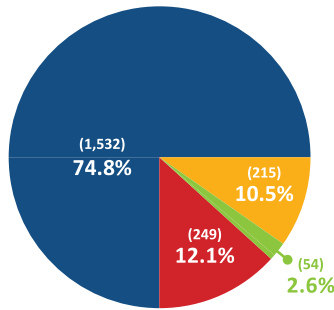
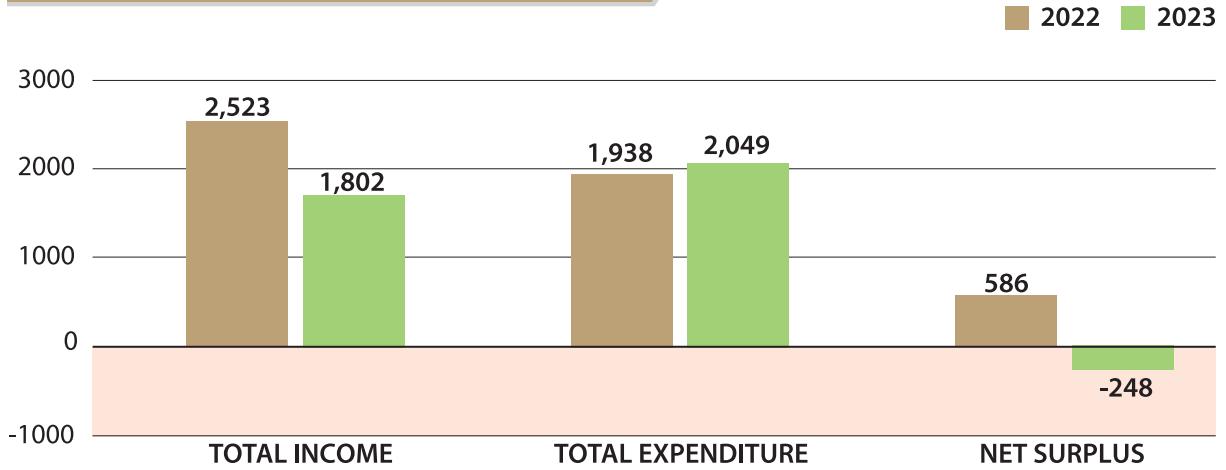
In 2023

Over **600**
incarcerated fathers
reached with 70
programmes



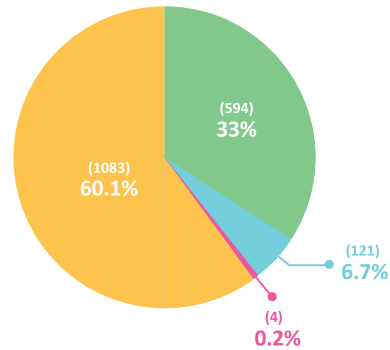
12
organisations
received the awards

INCOME & EXPENDITURE (\$'000)



BREAKDOWN OF EXPENSES 2023 (\$'000)

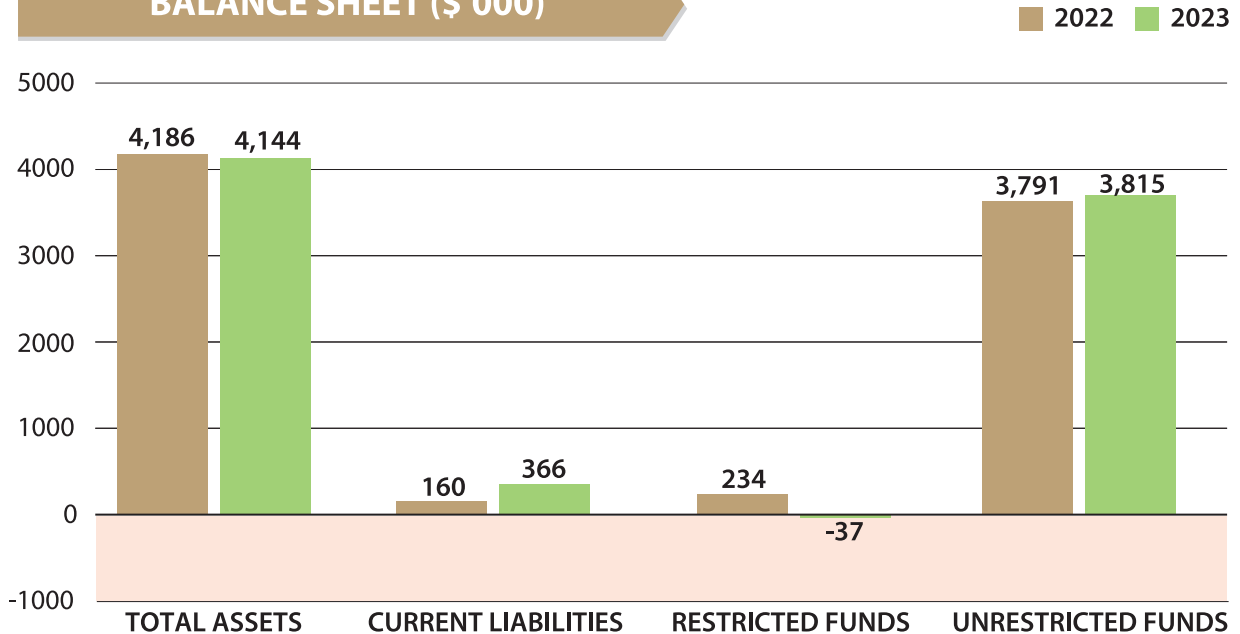
- DADs for Life and MUMs for Life Outreach and Training Initiatives
- Salaries and Staff Welfare (General)
- Depreciation
- Governance and Admin



BREAKDOWN OF INCOME 2023 (\$'000)

- Fundraising, Donations, Programme Fees and Others
- National Council of Social Service
- Ministry of Social and Family Development Grant - DADs for Life, MUMs for Life
- Other Funds

BALANCE SHEET (\$'000)





Keith Yu-Jene Magnus
(Chairman)

- Chairman, Asia at Evercore and member of the firm's global management committee
- Additional appointments include Chairman of Kallang Alive Hold Co Pte Ltd, Chairman of Kallang Alive Sport Management (entities set up by the Government of Singapore to own, develop, and manage the Kallang Alive precinct including the Singapore Sports Hub); Dy Chairman of SportSG (statutory board under MCCY); Member of Families for Life Council (under Ministry of Social and Family Development); Co-Chairman of Sport Cares; Board Director of Tech for Good Institute (under Grab Inc.); Board Director of The Anglo-Chinese Schools Foundation; and Chairman of Alpha Singapore
- Previously served as Board Director of Sentosa Development Corporation and boards of other educational institutions and government committees



Chan Weng Yip Harris
(Vice Chairman)

- Currently Executive Vice President, Head Naval and Maritime Security Services and Head International Business 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



Albert Lim Song Kiang

- International Trade Broker, Food Sector and Director, ID and Development
- Set up El-Shaddai Resources in 2000 and SG Mecor Pte Ltd in 2021
- Past experiences 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
- Bachelor of Laws, LLB, Hons, University of London, Kings College (Hons)



**Koh Kok Niu
Derrick**

- More than 25 years of communications experience
- Most recently Director of Public & Corporate Affairs at Alliance to End Plastic Waste
- Previously East Asia & Japan Head of Communications at Schneider Electric and Director of Communications, APAC & LATAM at Lenovo as well as SVP, Deputy Managing Director at Porter Novelli
- Appointed to the Panel of Assessors of the National Council for Problem Gambling



**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 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



Lim Cheen Yee

- President, Global Strategic Platform for Enzymes of Kemin Industries, Inc
- Numerous years of experience within Kemin Industries in different functions and capacities
- 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 Singapore Academy of Law; Board Member of Defence Collective Singapore



Sajen Aswani

- Chief Executive, Tolaram
- Chairperson, B Lab Singapore
- Board Advisor, FBN Asia
- Member, Nanyang Business School Advisory Board
- BSc. University College of London and MSc. Imperial College



**Vincent
Ling Chi-Hsin**

- Currently Head of Government Relations & Strategic Partnerships at Partior
- Previously Head of Transactional Banking and & Payment Solutions at AMTD Group; Deputy General Manager at UnionPay International; and Managing Director at JCB International Asia Pacific.
- Member of the Board of Directors at Mercy Relief and School Board Member of Bendemeer Secondary School

Management Team

Bryan Tan	CEO (Until 30 September 2023)
Xander Ong	CEO (From 1 October 2023)
Yuen Chee Onn	Chief Operating Officer (Promoted on 1 Sep 2023)
Norman Tan	Group Head, Volunteer Resource and Governance (Until 31 July 2023)
David Wong	Group Head, Volunteer Resource and Governance (From 1 August 2023)
Kevin Goh	Group Head, Engagement and Programmes
Cheryl Ng	Head, Women's Engagement and Outreach (Until 5 June 2023)
Kevin Chum	Head, Strategic Partnerships
Michele Soon	Head, Digital Marketing and Communications
Lidia Gunawan	Head, Corporate Services (From 1 Dec 2023)
Joseph Chia	Manager, Finance and HR

ROLE OF THE GOVERNING BOARD

The Directors of Centre for Fathering Board are collectively responsible for the governance of Centre for Fathering. The Board reviews and regularly monitors the effectiveness of the organisation's fundamental operating, 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.

TERM LIMIT OF BOARD

To enable succession planning and steady renewal in the spirit of sustainability of Centre for Fathering, the Board has a term limit of 10 years. In particular, the Board Chairman and Finance Committee Chairman have a term limit of four years.

BOARD OF DIRECTORS APPOINTMENT AND ATTENDANCE

Four Board Directors meetings were held during the financial year.

Board Member	Date Appointed	Board Meeting Attendance
Keith Yu-Jene Magnus Director and Chairman	1 Jan 2018 15 May 2018 - Appointed Fundraising Committee Chairman 28 Aug 2020 - Appointed Board Vice Chairman 17 May 2021 - Appointed Chairman	● ● ● ●
Chan Weng Yip Harris Director, Vice-Chairman, and Audit Committee Chairman	13 Jun 2018 13 Jun 2018 - Appointed Engage Committee Chairman 27 Feb 2020 - Appointed Audit Committee Chairman 17 May 2021 - Appointed Vice-Chairman	● ● ● ○
Albert Lim Song Khiang Director and Nominations, Remuneration & Establishment Committee Chairman	13 Jun 2018 13 Jun 2018 - Appointed Enable Committee Chairman 18 Aug 2021 - Appointed Nominations, Remuneration & Establishment Committee Chairman	● ● ○ ●
Faye Ong Hui-Ming Director	1 Jan 2018	● ○ ● ○
Koh Kok Niu Derrick Director and Public Relations & Engagement Committee Chairman	1 Nov 2021 1 Jan 2023 - Appointed Public Relations & Engagement Committee Chairman	● ● ● ●
Lawrence Teh Yew Kiat Director and Strategic Partnerships Committee Chairman (until 9 May 2023)	1 Jan 2018 15 May 2018 - Appointed Equip Committee Chairman 18 Aug 2021 - Appointed Strategic Partnerships Committee Chairman	● ● ○ ●
Lim Cheen Yee Director and Finance Committee Chairman	10 Jun 2019 27 Feb 2020 - Appointed Finance Committee Chairman	○ ● ○ ●
Muhamad Imaduddin Bin Abd Karim Director	1 Jan 2018	● ● ● ●
Sajen Aswani Director	1 Nov 2021	● ● ● ○
Vincent Ling Chi-Hsin Director and Strategic Partnerships Committee Chairman	1 Jan 2023 9 May 2023 - Appointed Strategic Partnerships Committee Chairman	● ● ● ○

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD DIRECTORS

None of the Board Directors was remunerated for their services in the financial year.

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 internal and external audits 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) and Vincent Ling Chi-Hsin

FINANCE

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

Lim Cheen Yee (Chairman), Muhamad Imaduddin Bin Abd Karim and Sajen Aswani

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 the 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 (Chairman), Chan Weng Yip Harris, and Keith Yu-Jene Magnus

PUBLIC RELATIONS & ENGAGEMENT

The Public Relations & Engagement Committee increases the awareness of Centre for Fathering, DADs for Life, and MUMs 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 DADs for Life and MUMs for Life to become ambassadors and develops strategies to support fathers and mothers in schools, communities, and organisations.

Koh Kok Niu Derrick (Chairman) and Faye Ong Hui-Ming

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 also assists the Board in steering all fundraising activities to support the programmes, projects, and activities of Centre for Fathering. It also develops fundraising strategies and executes effective fundraising activities according to the organisation's prioritised needs.

Vincent Ling Chi-Hsin (Chairperson), Lawrence Teh Yew Kiat, and Albert Lim Song Khiang

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

PATRON

Tan Chuan-Jin, Speaker of the Parliament of Singapore (until 17 July 2023)

DISCLOSURE OF REMUNERATION

For the financial year ended 31 December 2023, the remuneration of key management personnel during the financial year is as follows:

<i>Remuneration band (\$\$)</i>	<i>No. of key management personnel</i>	<i>Served as a board member? (Yes/No)</i>
<i>Above \$100,000</i>	<i>1</i>	<i>No</i>
<i>Below \$100,000</i>	<i>3</i>	<i>No</i>

In 2023, Centre for Fathering did not employ any paid staff who is a close family member of the CEO or Board Director.

RESERVES POLICY

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

The company's reserve position for the financial year ended 31 December 2023 and 2022 are as follows:		2023	2022	Increase (Decrease)
		S\$'000	S\$'000	%
A	Unrestricted Funds Accumulated General Funds	3,815	3,791	0.63
B	Restricted or Designated Funds Designated Funds Restricted Funds	0 (64)	0 234	0 (127.35)
C	Endowment Funds	0	0	0
D	Total Funds	3,777	4,026	(6.18)
E	Total Annual Operating Expenditure	2,049	1,938	5.73
F	Ratio of Funds to Annual Operating Expenditure	1.86	1.96	

Reference:

- C. An endowment fund consists of assets, funds or property, which is held in perpetuity which produce annual income flow for a foundation to spend as grants.
- D. Total funds include unrestricted, restricted/ designated and endowment funds.
- E. Total annual operating expenditure includes expenses related to cost of generating funds, cost of charitable activities and governance and other administrative costs.

For more information on the Centre for Fathering's reserves policy, please refer to Note 19 of the 2023 Audited Financial Statements.

CONFLICT OF INTEREST POLICY

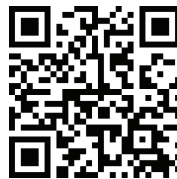
All Board Directors and staff must comply with Centre for Fathering's conflict of interest policy. The Board has documented procedures for Board Directors and staff to declare actual or potential conflicts of interests regularly and need-to basis in place. Board Directors also abstain and do not participate in decision-making on matters where they have a conflict of interest.

WHISTLEBLOWING POLICY

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

CORPORATE POLICIES

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



AUDITED FINANCIAL STATEMENT AND GOVERNANCE EVALUATION CHECKLIST

Please scan the following QR codes to view:



2023 Audited
Financial Statement



2023 Governance
Evaluation Checklist



DADs Adventure Hub

1 Woodlands Road #04-03 Singapore 677899

Tel: +65 6769 1238



Centre for Fathering Training Space

Blk 128A Lorong 1 Toa Payoh #01-01 Singapore 311128

Tel: +65 6252 8428



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