

CELEBRATING

YEARS



ANNUAL REPORT

APRIL 2025 - MARCH 2026





Chairman's Message

DEREK LAU CHAIRMAN

This year, Centre for Fathering (CFF) celebrates 25 years of activating fathers to strengthen families, and equipping men and women to become effective fathers and mothers for their children. A milestone like this belongs to the people who have made it possible. We celebrated it together at our Charity Gala Dinner in September 2025 at Mandarin Oriental Singapore, graced by Deputy Prime Minister Mr Gan Kim Yong.

To our donors: your gifts and generosity have helped us equip 3,242 fathers and 1,359 mothers and delivered over 320 programmes and workshops. Over 25 years, that support has reached more than 70,000 fathers and, since 2019, more than 8,000 mothers.

To our volunteers: this year, 81 of you contributed 1,211 hours of your time, and many of you gave far more of yourselves than hours can measure. Some of you began as programme participants and returned to guide other fathers because of your conviction. You are living proof of the difference our work can make: when a father is equipped and inspired, he can go on to support others.

To our partners across schools, prisons, hospitals, faith and civic organisations, and workplaces: thank you for opening your doors. With the Singapore Prison Service, we reached 1,440 incarcerated parents and facilitated children's video messages to fathers who had not heard from their families in years. Through more than 90 schools, we also distributed over 11,000 affirmation cards for fathers and mothers to encourage their children. These moments reflect our shared investment in stronger families.

At the same time, I am seeing encouraging shifts towards more active and nurturing fatherhood. Nowhere is this more evident than at the workplace. This year, we recognised six organisations championing father-friendly workplaces through the Great Companies for Dads Awards. More than 15 organisations also pledged their commitment to building family-friendly work cultures through the Workplace for Families Pledge.

As I step into the role of Chairman on CFF's silver jubilee, I do so with deep gratitude for the dedicated leadership of my fellow board members, whose counsel, networks, and time help steward the organisation and advance our mission. I would also like to extend my thanks to CFF's management and staff, who carry our mission every day, often quietly and without recognition.

Thank you once again to our donors, volunteers, partners, board members, and staff. As we step into the next 25 years, every supported father, family and child brings us closer to a Singapore where every child has an involved and present father, and where the hearts of fathers and children are turned towards each other.

CEO's Message

XANDER ONG

CEO

This is what I wish for every child in Singapore: a father who is fully present. Unhurried, undistracted, not mulling over the past or worrying about the future. Just there with his child. Eye to eye, heart to heart, mind to mind.

A father's presence can shape a child's world in profound and lasting ways. As Singapore continues to face significant demographic challenges, supporting families and fathers has never been more important.

Over the past year, we've been encouraged by national policy milestones that affirm this direction. Paternity leave was doubled on 1 April 2025, and shared parental leave will increase from six to ten weeks from April 2026 onwards. This marks a monumental step forward in supporting fathers to be more present during the earliest stages of their child's life.

This is why we're launching Our First Thousand Days in 2026. The first thousand days – from pregnancy through to a child's second birthday – represent a unique and irreplaceable window. What happens during this period has been shown to be foundational in shaping a child's development and family bonds. Our new initiative will equip expectant and new fathers with practical skills, connect them with peer communities, and reach them at key moments through hospitals, communities, and workplaces.

Along with this, we will continue encouraging organisations to build father-friendly cultures, where fathers feel genuinely supported to be present for their families. By strengthening father involvement during this period, we help build strong parent-child bonds, support mothers, and foster more resilient families.

We are grateful to the donors and partners who make all this possible. Their support allows us to sustain existing programmes and to invest in new initiatives like Our First Thousand Days, reaching fathers at a time where they can make the greatest difference in a child's life.

CFF will remain steadfast in our mission: to equip fathers, strengthen families, and build a community where every father is empowered to be present for the people who need him most.

Together, let's nurture the next generation of fathers and mothers, who will shape a Singapore that's Made for Families.



THE CASE FOR FATHERING

Why Fathering Matters Today

A father sits with his child, talking, playing, and laughing. Attentive and fully present in the moment. For many children in Singapore, moments like these are rare, not because their fathers do not love them, but because no one has ever shown them how, told them it matters, or built the conditions that make such presence possible.

That is the gap Centre for Fathering (CFF) was founded to close.

Decades of research link father absence to higher rates of behavioural problems, school dropout, and youth delinquency, with children of incarcerated parents facing the steepest odds of all. Behind these social ills, there is very often a father who is neither present nor equipped to be the father his children need. These situations are preventable.

Children who grow up with an engaged, present father are more confident, more resilient, and better equipped for everything that follows. Fathering is a national priority, and CFF exists to build the culture, the skills, and the conditions that make active fathering the norm.

Why Support This Work?

Every child deserves an involved father. Yet many fathers lack the support, confidence, or role models to fulfil that role. Your support helps equip fathers with the tools and encouragement they need to build stronger families.

Our Purpose

Vision: Turning the hearts of fathers and children towards each other.

Mission: Inspiring fathers to strengthen families.

Who We Serve: Fathers and mothers across Singapore. We equip fathers to be present and involved, and support mothers alongside them so that they can be the parents their children need.



THE CASE FOR FATHERING

25 Years of Fathering in Singapore



CFF was launched on Father's Day 2000. What began as a conviction that children need involved fathers has grown into Singapore's national infrastructure for fathering – a network of movements, programmes, partnerships, and community touchpoints that reach thousands of families each year.

In 2009, the nationwide DADs for Life movement was founded to inspire fathers to be more involved through three commitments: be **A**ware of the importance of a father's role; **C**ommit to being good fathers and role models; and spend **T**ime, acquire **T**ools, and bring **T**ransformation to lives. CFF has been the driving force for DADs for Life since 2015.

In 2019, MUMs for Life was launched as a complementary movement, celebrating mothers' identity across their roles as daughter, woman, wife, and mother, and equipping them to nurture children and encourage fathers in building stronger families.

CFF has received the Charity Council's Charity Transparency Award for three consecutive years (2022 to 2024), reflecting our commitment to accountability, integrity, and responsible stewardship of every dollar entrusted to us.

Note: The Charity Transparency Award was not held in 2025 as the Charity Council reviewed and refreshed the awards framework to strengthen its continued relevance and effectiveness.

How We Create Impact

CFF's work strengthens families through consistent engagement and support over time.

Awareness

Equipping

Behaviour Change

Stronger Families

Our national movements and campaigns reach fathers where they are, helping them understand the importance of their role.

Programmes and workshops equip fathers with practical skills to act on that belief. Father and mother groups provide the peer community so that no one journeys alone. As parents apply what they have learned and grow alongside each other, they show up more consistently, more confidently, and more intentionally.

That change ripples outward: into their marriages, their children's development, and the communities around them. Stronger and more resilient families are the outcome.



WHAT MAKES CFF DIFFERENT

We Champion Singapore's National Fathering Movement

Singapore has many organisations that serve the family. CFF is the only organisation that shapes fathering at a national level - through DADs for Life, which inspires fathers to be present and engaged, and MUMs for Life, which equips mothers to strengthen that involvement so that, together, they can be the parents their children need.

DADs for Life and MUMs for Life are Singapore-wide movements whose events are graced by ministers and whose communities champion the movement from the ground up. That organic reach, sustained over 25 years, reflects the trust CFF has built as Singapore's authoritative voice on fathering.



Celebrating Fatherhood Across Singapore

In June 2025, Dad's Day Out, the pinnacle event of the Celebrating Fathers campaign, brought 7,000 people together to mark CFF's 25th anniversary, with Minister Edwin Tong as Guest of Honour. The campaign reached 3.55 million dads and family members.

Honouring the Many Roles of Mothers

In May 2025, Mum's Day Out brought mothers and families together at Geylang West Community Club to celebrate Mother's Day. More than 200 children submitted entries to the Mother's Day Art Competition, with Minister Josephine Teo presenting prizes to the winners. Together, mothers reflected on what their role means beyond caregiving as women with identities, needs, and strengths of their own.



WHAT MAKES CFF DIFFERENT

We Meet Parents at Every Stage of Life

From expectant parents to grandparents, CFF's programmes cover the full span of family life. A father who first encounters CFF before his child is born can journey with us for decades through the early years, school transitions, adolescent years, and beyond.



Our programmes span four areas:

- **Father engagement:** Our experiential programmes that strengthen the father-child bond include Adventure With Dad, Breakfast With Dad, and Fun With Dad. Fathering workshops such as the I CAN Fathering Workshop support dads in their fathering journey.



Mother support:

Our programmes equip mothers with tools for emotional wellbeing and parenting capacity. Key programmes include the Calm Over Chaos Series, the Heart of a Mother Experience, and the Redefined Series.

Corporate and community talks:

We offer one-hour sessions on fathering, motherhood, and parenting, which are suitable for organisational and community events.

Find out more:



Marriage and family strengthening: Our programmes help couples and parents navigate life transitions together. Key programmes include The Transition to Parenthood, Big School Big Changes, Tweens to Teens, Navigating the Teen Years, and Parenting in the Digital Age.

National Initiatives

CFF runs a full calendar of national initiatives throughout the year, including Back to School with Dad, Dad's Day Out, Mum's Day Out, Mum's Wellness, Eat With Your Family Day, Spark Couple Conversations, and Connecting the Generations. Each initiative creates an opportunity for fathers to be more present, mothers to be supported, and families to grow stronger together.

WHAT MAKES CFF DIFFERENT

We Reach Fathers Where They Are

CFF reaches fathers and families where they are: in schools, prisons, hospitals, workplaces, and ethnic communities across Singapore.



Reaching Fathers in Prison

Inside the prison, a father sits among other incarcerated dads. On Father's Day, he receives a video message from his child. Like many other incarcerated dads, this is his first time hearing from his family in years.

He is one of 1,440 incarcerated fathers and mothers CFF worked with this year, through our partnership with the Singapore Prison Service. First launched in 2018, the Father's Day affirmation initiative expanded in 2025 to include video messages alongside handwritten cards. These efforts support rehabilitation by rebuilding the one thing most likely to motivate a father to change: his relationship with his child.

Engaging Ethnic Communities

CFF also recognises that a truly national movement must speak to Singapore's communities in their own languages, traditions, and values. Through vernacular movements such as Bapa Sepanjang Hayat, Ibu Sepanjang Hayat, and Appa Valnaal Uravu, CFF works alongside ethnic communities to strengthen families and support parents.

The Malay Muslim Fathering Month (Bulan Kebapaan) celebrates and strengthens fatherhood in the Malay Muslim community. The ninth edition of the initiative in 2025 carried the theme "Building Legacy, Nurturing the Future". It was held in conjunction with the inaugural Exemplary Fathers Award, which recognised fathers who model engaged, committed fatherhood within their community.



Meeting Fathers at the School Gate

Sometimes reaching fathers simply means showing up where they already are. Since 2006, CFF has partnered with schools across Singapore through Back to School with Dad. Fathers are encouraged to take time out from work on the first two days of the school year to walk their children to school. This simple act tells a child their father is present for what matters.

In the last financial year, over 11,000 affirmation cards were distributed to 96 schools, so fathers and mothers could write personal notes of encouragement to slip into a lunchbox or send as digital messages.

WHAT MAKES CFF DIFFERENT

We Take Fathering into the Workplace

For fathers to be truly present at home, workplaces play an important role. CFF works with organisations to build cultures where fathers feel genuinely supported to take parental leave and prioritise family, making active fatherhood the norm. A workplace culture that genuinely supports families is how we build a nation where children grow up feeling loved, secure, and ready for life.

Recognising Father-Friendly Employers

Singapore's only award for father-friendly workplaces, the Great Companies for Dads Awards, was launched by President Halimah Yacob in 2021. Its 2025 edition honoured six organisations for the way they support fathers at work, at a ceremony graced by Mr Ng Chee Khern, Permanent Secretary at the Ministry of Manpower. The same event launched the Workplace for Families Pledge, through which employers commit publicly to building cultures where staff can balance work and family. More than 15 organisations have since signed.



Bringing Families Back to the Table

Eat With Your Family Day (EWYFD) was launched by Centre for Fathering in 2003 and remains one of our most sought-after initiatives. Held on the last Friday of each school term, EWYFD encourages employers to release employees at 5 pm so they can share a meal with their families. More than 600 organisations have committed to the initiative, ending work early once a quarter so their people can be present at the dinner table. A shared meal may seem like a small thing. But connection is built through little moments that are repeated. EWYFD turns dinner into a regular, protected moment for families across Singapore



Supporting the Transition to Motherhood

ST Logistics' Respect@Work Committee partnered with MUMs for Life and Centre for Fathering to host a lunchtime session on 31 July 2025, supporting employees navigating the transition to motherhood. Led by Centre for Fathering's Alvina Chin and Gladys Foo, the session provided a safe space for reflection on identity, wellbeing, and relationships during early parenthood. The initiative was well received by both mothers and fathers, with participants highlighting the value of self-care, emotional support, and shared experiences. This programme reflects ST Logistics' commitment to fostering an inclusive workplace culture grounded in empathy, affirmation, and holistic employee wellbeing.



Reconnecting With What Matters

At Standard Chartered's International Men's Day event on 18 November 2025, Centre for Fathering's Alsen Chanamuto contributed to conversations on authentic leadership and the positive contributions men make to their families, workplaces, and communities through a session titled "Reconnecting to What Matters". The session encouraged men to move beyond performance and pressure, and to lead with presence, groundedness, and authenticity. The event created space for meaningful reflection and honest dialogue on what it means to be fully present at work, at home, and in life.

WHAT CHANGE LOOKS LIKE

A Relationship Rebuilt

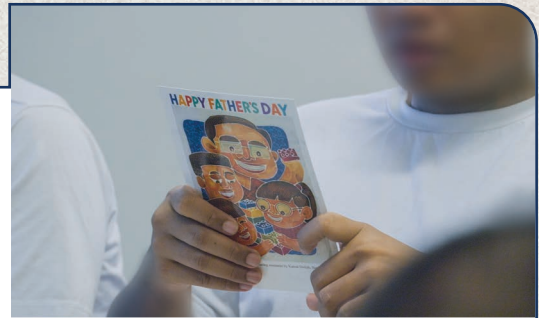
Inside the prison, fathers sit together during a designated session. Their children have sent Father's Day cards and video messages: heartfelt words and well-wishes for men who, in some cases, have not heard from their families in years.

Amir (not his real name) received his child's message and reflected: "I thought they had forgotten about me. Their last memory of me was my arrest."

Fathers then wrote back with honesty, hope, and love. Aziz (not his real name) wrote to his child: "Without you, I wouldn't have known what it means to be a father."

CFF volunteer Bramsha Osman, who has supported more than 1,000 fathers through these sessions, observed: "The biggest challenge is when they finally let go of their emotional burdens to become better people."

CFF has been bringing Father's Day cards and letters into prisons since 2018 through our partnership with the Singapore Prison Service. In 2025, video messages were included for the first time. For fathers, hearing their children's voices strengthens their resolve to rehabilitate and reintegrate. For children, expressing their feelings and receiving a response supports their emotional development through one of the hardest experiences a family can face.



A Father Who Became a Trainer

Surafian Bin Suhaimi came to the I CAN Fathering Workshop through his daughter's school, without quite knowing what to expect. As a father of four who has been married for two decades, he had long wrestled with whether he was doing enough. He had found his footing through small, consistent rituals: praying together, sharing meals, and making weekly visits to grandparents. The workshop allowed him to meet a community of fathers working through the same questions and gave him a framework for what he had been doing instinctively.

Surafian went on to join Bapa Sepanjang Hayat as a volunteer trainer, running workshops for fathers from all walks of life, including fathers in prison. "When I guide other dads," he says, "I am also reminding myself to practise what I share."



One participant told him about a late-night conversation with his daughter, a "date" that never left the house. That story left an impact on Surafian. "Moments like this remind me that I sometimes learn more from my students than the other way around."

This is what our work does: we support fathers to be more present, so they can support others too

These transformations were made possible through the support of donors and partners who believe every father can grow, reconnect, and make a difference in his child's life.

THE DIFFERENCE YOUR SUPPORT MADE

SINCE 2000

OVER **70,000**
FATHERS EQUIPPED

SINCE 2019

OVER **8,000**
MOTHERS EQUIPPED

IN THE LAST FINANCIAL YEAR

3,242

FATHERS WERE EQUIPPED WITH TOOLS
TO STRENGTHEN RELATIONSHIPS
WITH THEIR CHILDREN

1,359



MOTHERS RECEIVED SUPPORT
AND ENCOURAGEMENT
TO STRENGTHEN THEIR FAMILIES

1,440

INCARCERATED PARENTS WERE GIVEN OPPORTUNITIES
TO REBUILD FAMILY CONNECTIONS

OVER **320**

PROGRAMMES AND WORKSHOPS
WERE DELIVERED

146

FATHERS AND MOTHERS JOURNEYED
WITH US THROUGH SCHOOLS,
ORGANISATIONS, AND COMMUNITIES



81

VOLUNTEERS CONTRIBUTED **1,211** HOURS OF SERVICE

WHAT PARTICIPANTS TELL US

96%

More than
of workshop participants reported greater
confidence in strengthening their
parent-child relationship.

95.5%

An average of
of campaign participants said they felt
encouraged to be a more involved father or mother.

CFF's impact data is drawn from participant self-report surveys conducted at the close of each programme or campaign activity.

LOOKING AHEAD

Our Strategic Priorities

As we enter our next chapter, Centre for Fathering will deepen impact, expand reach, and strengthen a nationwide culture of active fathering.

1. Reach fathers early. Launch Our First Thousand Days to engage fathers from pregnancy through toddlerhood, strengthening parent-child bonds, supporting maternal wellbeing, and laying foundations for healthy child development.

2. Reach fathers and mothers where they are. Through the DADs for Life and MUMs for Life movements, and national initiatives such as Eat With Your Family Day, Back to School with Dad, Mum's Day Out, and DADROX (a new family challenge), we will create more opportunities for fathers to be present and engaged. We will equip mothers with tools for emotional wellbeing and parenting confidence, so that fathers and mothers can strengthen their families together. We will also strengthen outreach to parents in vulnerable or underserved circumstances, including those in prisons, marginalised communities, and ethnic community networks.

3. Partner workplaces for change. Deepen partnerships with organisations to advance family-supportive workplace practices that enable fathers to balance work and family and be more present at home.

These are the priorities that will determine what Singapore's family landscape looks like in the next few decades. With the right partners alongside us, we intend to make that landscape significantly better.

WHAT YOUR SUPPORT MAKES POSSIBLE

Our Fundraising Efforts



Thanks to the generosity of donors, partners, and supporters, thousands of families benefited from CFF programmes this year. Our Board plays an active role in CFF's fundraising by opening doors to partners, anchoring key events, and championing the mission within their own networks.

Fundraising through general donations, online campaigns, and the 25th Anniversary Charity Gala Dinner raised \$808,103.

The Gala Dinner, held on 26 September 2025 at Mandarin Oriental Singapore, was graced by Deputy Prime Minister Mr Gan Kim Yong and celebrated CFF's 25 years of fathering impact.

WHAT YOUR SUPPORT MAKES POSSIBLE

Why This Work Matters

After reconnecting with his child through a CFF programme, one father reflected: "This made me realise how important I am in her life."

Your support is what makes it possible for a father in prison to hear his child's voice, for a new father to feel ready for what's coming, and for a mother to feel supported.

The Year Ahead

Our defining initiative for 2026 is Our First Thousand Days, which aims to reach expectant and new fathers during the most formative window of a child's life, through hospitals, workplaces, and communities. A child's first thousand days are when the foundations are laid for a lifetime of resilience and confidence. Your support can help more fathers on every one of these days.

In the next financial year, CFF will also raise funds through the Charity Golf, the Pickleball Tournament, and campaigns on giving.sg and fathers.com.sg.

Our expenditure plan covers charitable activities including event management, venue rental, staff salaries, bonuses, and CPF contributions, as well as media and development costs, together with governance and other expenditures.

Major Partners and Donors

CORPORATES	INDIVIDUALS
China Classic Pte Ltd	Hamilton-Shimmen Cecil Andrew Chong-Lok
Mellford Pte Ltd	Rahayu Binte Mahzam
Tolaram Africa Pte Ltd	Teo Tong How Daniel
ST Logistics Pte Ltd	Teh Yew Kiat Lawrence
Ang Mo Kio Methodist Church (TRAC)	Chng Siok Khim
Apricot Capital Foundation	Chok Yuan Yi
BRC Asia Limited	Kam Tse Tsuen Aubeck
Bright Point Capital Pte Ltd	Katherine Wee Boon Hong
ICH Capital Pte Ltd	Koh Hin Ling
Mediacorp Pte Ltd	Muhamad Imaduddien Bin Abd Karim
Singapore Pools (Private) Limited	Neo Zheng Yue Zechariah
The Grace, Shua And Jacob Ballas II Charitable Trust	Ng Zee Howe, Alex
Tridex Pte Ltd	Ong Hui Ming
West Sirius Holdings Pte Ltd	Poh Choon Hui Richard
	Shane Yuen Kean Mun
	Tan Suyin

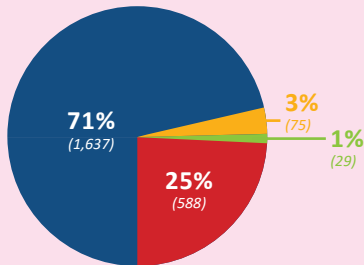
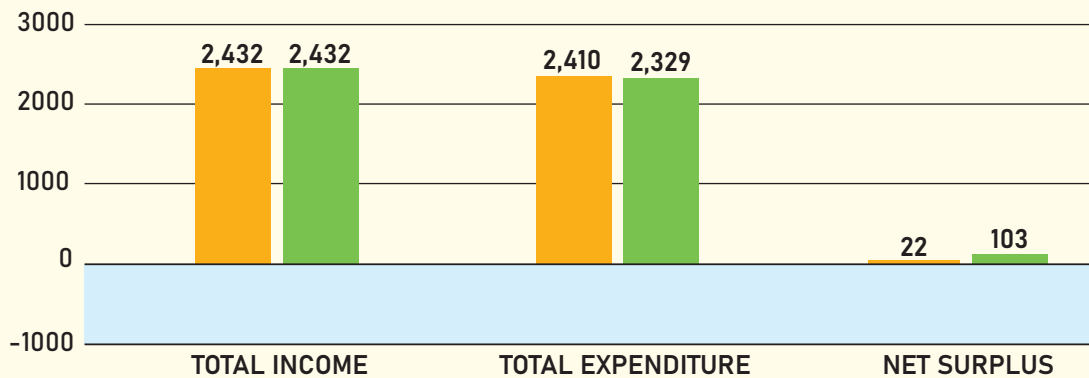
Thank you. We look forward to continuing this journey together.

FINANCIAL SUMMARY

INCOME & EXPENDITURE (\$'000)

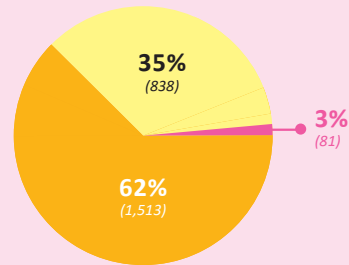
JAN 2024 TO MAR 2025

APR 2025 TO MAR 2026



BREAKDOWN OF EXPENSES APR 2025 TO MAR 2026 (\$'000)

- Programmes and Outreach
- Fundraising
- Depreciation
- Management and Governance



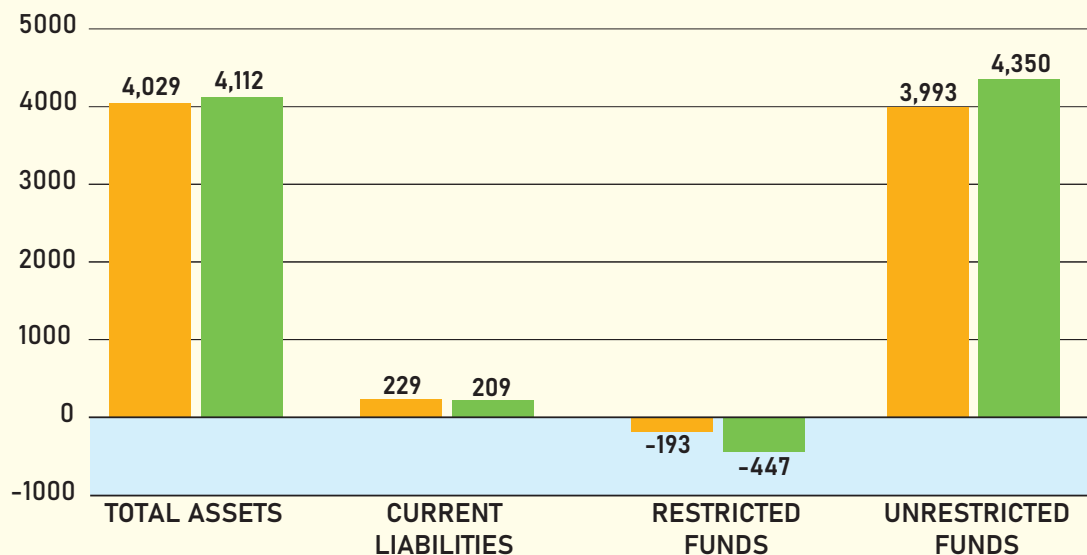
BREAKDOWN OF INCOME APR 2025 TO MAR 2026 (\$'000)

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

BALANCE SHEET (\$'000)

JAN 2024 TO MAR 2025

APR 2025 TO MAR 2026



GOVERNANCE

Corporate Information

The Centre for Fathering was first incorporated in 1999 as a private limited company, 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: DBS Bank

Auditor: TAN & TEH Certified Public Accountants and Chartered Accountants, Singapore

Company Secretary: JDT Management Services Pte Ltd

The Centre for Fathering has a constitution as its governing instrument and is a non-profit organisation registered in Singapore.

UEN: 200101825N

IPC No.: IPC000149

Board Directors' Profiles



Derek Lau Tiong Seng
(Chairman from 1 Oct 2025)

Chairman, 3Collective

Previously CEO and board member of Heliconia Capital Management; and Managing Director (Investment) Temasek Holdings

Over 30 years of experience in investment banking and private equity investments in Southeast Asia

Board member of The Kallang Group

Member of ISEAS-Yusof Ishak Institute's Board of Trustees, National Healthcare Group's Board Risk Committee and SGX's Listings Advisory Committee



Keith Magnus
(Chairman until 30 Sep 2025)

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); Deputy Chairman of SportSG (statutory board under MCCY); Chairman, Families for Life Council (under Ministry of Social and Family Development); Board Director of Tech for Good Institute (under Grab Inc.); Board Director of The Anglo-Chinese Schools Foundation

Previously served as Board Director of Sentosa Development Corporation and boards of other educational institutions and government committees

GOVERNANCE



Sajen Aswani
(Vice-Chairman from 1 Jan 2026)

Father of three daughters

Director, Tolaram

Chairperson, B Lab Singapore

Chairman, FBN Asia

Member, Nanyang Business School Advisory Board



Chan Weng Yip Harris
(Vice-Chairman until
31 Dec 2025)

Father of three adult children;
eldest son and second daughter
are in university,
and youngest son
is serving national service

Currently Executive Vice President, Head of Naval and Maritime Security Services and Head of 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 multinational coalition Combined Task Force 151 to conduct counter-piracy operations in the Gulf of Aden



Albert Lim Song Kiang

Director, El-Shaddai Resources Pte Ltd and Kallen Decor Pte Ltd

Other appointments include Families for Life Council Member, MSF; REACH/MDDI Advisory Panel Member; SAFDC Board of Visitor; ROM Local Solemniser; Chairperson, Empower Ageing Ltd; Chairperson, Impart Sg; Chairperson, PGR Ltd; Board Advisor, Methodist Welfare Services; Board Advisor, Lutheran Community Care Services; Board Member of five other charities

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, the Philippines, and Switzerland

Master of Social Sciences, Counselling, University of South Australia, Adelaide

Board Directors' Profiles



Ernest Yoong Chin Kang

Senior Partner, Ernst & Young Vietnam Limited (EY Vietnam)
Risk Management Leader, Ernst & Young ASEAN Business Unit
Chairperson, Institute of Singapore Chartered Accountants (ISCA) Vietnam Chapter

Over 35 years of audit and financial advisory experience
Bachelor's degree in Economics, University of Newcastle, NSW, Australia;
Graduate Conversion Course in Accountancy, University of Technology Sydney

Professional memberships: Institute of Singapore Chartered Accountants (ISCA); CPA Australia; and Vietnam Association of Certified Public Accountants (VACPA)



Faye Ong Hui-Ming
(Director until 30 Sep 2025)

Head of the Philanthropy Centre, Singapore and Southeast Asia at JP Morgan Private Bank

Over 20 years of experience in the Private Banking industry in New York, Hong Kong and Singapore focusing on family office and philanthropic advisory, and wealth structuring

Strategic adviser to several non-profits in Asia

Bachelor of Laws, LLB, Hons, University of London, King's College



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
(Director until 30 Sep 2025)

GM Corporate Human Resources of Royal Golden Eagle Pte Ltd

Previously held leadership, business partnering, business development, and diplomatic positions in APRIL, 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

GOVERNANCE



Lim Cheen Yee
(Director until 30 Sep 2025)
Mother of a teenager

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



**Muhammad Ashiq Chu Bin
Muhd Hisham Chu**

Father of an SG60 baby boy

Senior Manager at PwC Singapore, with work experience in PwC Sydney and PwC New York

Member of Kebun Baru Citizens' Consultative Committee and Chairman, Kebun Baru

Integration and Naturalisation Champions; Chartered Accountant of Singapore

MBA, IE Business School and Singapore Management University; Bachelor of Accountancy (Hons), NTU



**Muhamad Imaduddin
Bin Abd Karim**

Admitted as an Advocate and Solicitor of the Supreme Court of Singapore in 2003

Previously held legal and/or compliance related roles with the Attorney-General's Chambers (AGC), 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 and SAFRA Gym Management Committee

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

Board Directors' Profiles



Lai Kwai-Yi Veronica

Mother of three sons:
two working and
one serving NS

Board member of United Nations Global Compact Network Singapore, and serves on Governance, Audit, and Nominating Committees

Independent director on SGX-listed Thakral Corporation; Chairman of Sustainability Committee, member of Audit and Nomination & Remuneration Committees

Retired as Chief Corporate and Sustainability Officer of StarHub after 25 years. Oversaw legal, regulatory compliance, sustainability, corporate communications, and investor relations

SID Senior Accredited Director and specialist mediator (Singapore International Mediation Centre)

Bachelor of Laws (Honours)



Vincent Ling Chi-Hsin

Father of two adult children

Founder and Group Chief Executive Officer of Blinq Payment Technologies

Previously Deputy General Manager at UnionPay International and Managing Director at JCB International Asia Pacific.

Chairman of the School Advisory Committee of Bendemeer Secondary School, and Member of the Finance Committee, National Volunteer and Philanthropy Centre. Previously a member of the Executive Committee of the Board of Directors at Mercy Relief Pte Ltd

Bachelor of Electronic and Electrical Engineering (Hons.), University of Manchester

Management Team



Role of the Governing Board

The directors on the Centre for Fathering's 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 and 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.

Board Term Limit

To enable succession planning and steady renewal in the spirit of Centre for Fathering's sustainability, 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: Appointments and Attendance

Four Board meetings were held during the financial year.

Board Member	Appointment Details	14 May 2025	20 Aug 2025	6 Nov 2025	13 Feb 2026
Keith Magnus Chairman (until 30 Sep 2025)	Director: 1 Jan 2018 Fundraising Committee Chairman: 15 May 2018 Vice-Chairman: 28 Aug 2020 Chairman: 17 May 2021	•	•	N.A.	N.A.
Derek Lau Tiong Seng Chairman (from 1 Oct 2025); Nominations, Remuneration & Establishment Committee Chairman (from 1 Jan 2026)	Director: 27 Nov 2024 Chairman: 1 Oct 2025 Nominations, Remuneration & Establishment Committee Chairman: 1 Jan 2026	•	•	•	•
Chan Weng Yip Harris Vice-Chairman; Nominations, Remuneration & Establishment Committee Chairman (until 31 Dec 2025)	Director: 13 Jun 2018 Engage Committee Chairman: 13 Jun 2018 Audit & Risk Committee Chairman: 27 Feb 2020 Vice-Chairman: 17 May 2021 Nominations, Remuneration & Establishment Committee Chairman: 28 Mar 2024	•	•	•	N.A.
Sajen Aswani Finance Committee Chairman; Vice-Chairman (from 1 Jan 2026)	Director: 1 Nov 2021 Finance Committee Chairman: 28 Mar 2024 Vice-Chairman: 1 Jan 2026	•	•	•	•
Albert Lim Song Khiang Director	Director: 13 Jun 2018 Enable Committee Chairman: 13 Jun 2018 Nominations, Remuneration & Establishment Committee Chairman: 18 Aug 2021	•	•	○	•
Ernest Yoong Chin Kang Audit & Risk Committee Chairman (from 1 Oct 2025)	Director: 30 Sep 2025 Audit & Risk Committee Chairman: 1 Oct 2025	N.A.	N.A.	•	•
Faye Ong Hui-Ming Director (until 30 Sep 2025)	Director: 1 Jan 2018	•	○	N.A.	N.A.
Koh Kok Niu Derrick PR & Engagement Committee Chairman	Director: 1 Nov 2021 PR & Engagement Committee Chairman: 1 Jan 2023	•	•	•	•

Legend: • Attended ○ Absent N.A. Not Applicable

Board of Directors: Appointments and Attendance

Board Member	Appointment Details	14 May 2025	20 Aug 2025	6 Nov 2025	13 Feb 2026
Lawrence Teh Yew Kiat Audit & Risk Committee Chairman (until 30 Sep 2025)	Director: 1 Jan 2018 Equip Committee Chairman: 15 May 2018 Strategic Partnerships Committee Chairman: 18 Aug 2021 Audit & Risk Committee Chairman: 28 Mar 2024	○	●	N.A.	N.A.
Lim Cheen Yee Director (until 30 Sep 2025)	Director: 10 Jun 2019 Finance Committee Chairman: 27 Feb 2020	●	●	N.A.	N.A.
Muhammad Ashiq Chu Bin Muhd Hisham Chu Director	Director: 11 Dec 2025	N.A.	N.A.	N.A.	●
Muhamad Imaduddien Bin Abd Karim Director	Director: 1 Jan 2018	●	●	●	●
Vincent Ling Chi-Hsin Strategic Partnerships Committee Chairman	Director: 1 Jan 2023 Strategic Partnerships Committee Chairman: 9 May 2023	●	●	●	●
Lai Kwai-Yi Veronica Director	Director: 11 Dec 2025	N.A.	N.A.	N.A.	●

Legend: ● Attended ○ Absent N.A. Not Applicable

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD DIRECTORS

No Board Director was remunerated for their services in the financial year.

COMMITTEES

Audit & Risk Management

This committee provides oversight on financial reporting integrity, risk management, and regulatory compliance. It endorses audited financial statements and audit findings, and oversees both internal and external audit processes, including recommending the appointment of external auditors. The committee takes responsibility for enterprise-wide risk management and oversees whistleblowing and fraud reporting mechanisms.

Lawrence Teh Yew Kiat (Chairman until 30 Sep 2025), Ernest Yoong (Chairman from 1 Oct 2025), Vincent Ling Chi-Hsin, and Lai Kwai-Yi Veronica

Finance

This committee assists the Board in overseeing financial stewardship, sustainability, and compliance with IPC requirements. It reviews annual budgets and financial plans, and monitors financial performance against those plans, including material variances. The committee oversees internal controls and financial governance, and reviews the reserves policy alongside long-term financial sustainability. It is also responsible for ensuring compliance with the Charities Act and IPC requirements.

Sajen Aswani (Chairman), Muhamad Imaduddien Bin Abd Karim, Muhammad Ashiq Chu Bin Muhd Hisham Chu, and Albert Lim Song Khiang

Nominations, Remuneration & Establishment

The purpose of this committee is to ensure effective Board composition, leadership succession, and fair remuneration governance. It oversees Board succession and renewal and recommends appointments to the Board and its committees. The committee reviews remuneration frameworks for key management and oversees performance evaluation of the Board and CEO. It also manages conflicts of interest that may arise in relation to appointments and remuneration matters.

Chan Weng Yip Harris (Chairman until 31 Dec 2025), Derek Lau Tiong Seng (from 1 Jan 2026), Sajen Aswani, Keith Magnus (until 30 Sep 2025), and Lim Cheen Yee (until 30 Sep 2025)

Public Relations & Engagement

This committee oversees CFF's communications, public engagement, reputation, and volunteer governance. It provides advisory support on media and reputational matters and supports fundraising communications. The committee holds governance oversight of volunteer management and monitors reputational and engagement risks proactively. It also works to empower fathers and mothers engaged with DADs for Life and MUMs for Life to become ambassadors, and develops strategies to support them in schools, communities, and organisations.

Koh Kok Niu Derrick (Chairman), Muhamad Imaduddien Bin Abd Karim, and Faye Ong Hui-Ming (until 30 Sep 2025)

Strategic Partnerships

This committee oversees fundraising and partnership strategies in line with IPC obligations. It sets fundraising priorities, monitors performance and cost-effectiveness, and ensures that all fundraising activities meet ethical standards and support good donor stewardship. The committee supports strategic partnerships and encourages appropriate Board involvement in fundraising efforts.

Vincent Ling Chi-Hsin (Chairman), Albert Lim Song Khiang, and Lawrence Teh Yew Kiat (until 30 Sep 2025)

MEMBERS

Albert Lim
Michelle Lim (since 11 Dec 2025)
Lawrence Teh (since 11 Dec 2025)
Lena Soh-Ng (until 23 Dec 2025)
Virginia Sipiire (until 25 Dec 2025)

HONORARY CHAIRMEN

Lim Soon Hock
Richard Hoon
Keith Magnus

PATRON

Edwin Tong,
 Minister for Law and
 Second Minister for Home Affairs

DISCLOSURE OF REMUNERATION

The remuneration of key management personnel during the financial year is as follows:

REMUNERATION BAND (S\$)	NO. OF KEY MANAGEMENT PERSONNEL	SERVED AS A BOARD MEMBER? (YES/NO)
ABOVE \$100,000	2	NO
BELOW \$100,000	3	NO

In this financial year, CFF did not employ any paid staff who was a family member of the CEO or Board Director.

RESERVES POLICY

Centre for Fathering has a reserves policy to support the long-term stability of operations and ensure there are sufficient resources to support our work in the event of unforeseen circumstances. Centre for Fathering endeavours to maintain reserves equivalent to two years of operational expenditure. 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 years ended 31 March 2025 and 2026 is as follows:		31 March 2026	31 March 2025	Increase (Decrease) %
A	Unrestricted Funds Accumulated General Funds	4,349,730	3,993,013	9
B	Restricted or Designated Funds Restricted Funds	(446,789)	(193,397)	131
C	Total Funds ¹	3,902,941	3,799,616	3
D	Total Annualised Operating Expenditure ²	2,328,262	1,928,100	21
E	Ratio of Funds to Annualised Operating Expenditure	1.68	1.97	

¹ Total funds include unrestricted and restricted/designated funds.

² Total annualised operating expenditure includes expenses related to cost of charitable activities and governance cost and other expenditure. For the financial year ended 31 March 2025, the amount has been adjusted to reflect a 12-month period.

For more information on the Centre for Fathering's reserves policy, please refer to Note 22 of this financial year's 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 in place for Board Directors and staff to declare actual or potential conflicts of interest regularly and as needed. 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 whistleblowing policy in place that offers staff and external parties multiple avenues to raise concerns about irregularities within the organisation. 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 and internal controls, and volunteer management, please scan the following QR code.



AUDITED FINANCIAL STATEMENTS AND GOVERNANCE EVALUATION CHECKLIST

Please scan the following QR codes to view:



Audited Financial Statements



Governance Evaluation Checklist

EVERY CHILD HAS A PRESENT AND ENGAGED FATHER TO HELP THEM THRIVE

For 25 years, volunteers and donors like you have helped:



An incarcerated father reconnect with his child.



A father of four become a mentor to other dads.



New parents prepare for one of life's biggest transitions.

As we launch Our First Thousand Days and enter our next chapter, we invite you to continue building a Singapore where every child benefits from the presence of an engaged father.

This is what it means to turn the hearts of fathers and children towards each other.
Thank you for making this possible.

GIVE

Your donation funds programmes, national initiatives, and outreach to fathers and families across Singapore, including those who need it most.

- **\$50** supports a father in need with a fathering workshop.
- **\$100** gives a father and child from an underprivileged family a place in our experiential bonding programme.
- **\$200** supports an incarcerated father in reconnecting with his family. Every gift, large or small, makes a difference.

Donations of \$50 and above are eligible for tax deduction. Scan to donate.



PARTNER

Whether through corporate programmes or workplace initiatives, your organisation can play a direct role in strengthening families across Singapore. Scan to partner with us.



CONTACT US

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Centre for Fathering Training Space

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Tel: +65 6252 8428

fathers.com.sg

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