

FOR

Generations

TO COME



Sowing Lasting Legacies for Family

STEWARDSHIP REPORT 2024

The Lord is exalted, for he dwells on high;
he will fill Zion with his justice and righteousness.
He will be the sure foundation for your times,
a rich store of salvation and wisdom and knowledge;
the fear of the Lord is the key to this treasure.

ISAIAH 33:5-6 (NIV)



VISION 2030 FOR FAMILY

Helping Families Thrive to Transform Generations

We believe that Family is the fertile soil, the seedbed
where healthy attachment is sown, positive values instilled,
and mental models of life-giving relationships
are formed in the next generation.

By keeping a pulse on emerging family trends,
Focus Singapore is well placed to continue helping families
thrive and build resilience amidst an evolving landscape.

Discover more
about what we do



A NOTE FROM OUR
FORMER CHAIRMAN,

Tony Soh



Dear Friends of the Family,

Over the past three and a half years, it has been an honour and privilege to serve as Chairman of the Board and contribute alongside passionate and dedicated individuals on the Board, Management and staff, as well as our partners, donors and volunteers.

The work ahead is urgent and critical. From rising living costs and increased strain on the sandwich generation, to changing narratives that confront the value and importance of Family, the challenges families face today are mounting and far more complex.

Our mission to **help families thrive to transform generations** has never been more vital.

In the past year, we have increased productivity by introducing Cloud solutions while raising our team's capability in digital skills and cybersecurity readiness. We also developed a Vision 2030 Strategic Plan as we navigate the changing landscape of family life and emergence of Generation Alpha.

We recognise that board succession and a strong talent pool are essential to ensuring the continuity of Focus Singapore's mission, and are committed to ensure effective governance through the contribution of a group of leaders who bring diverse expertise and perspectives to the Board.

Effective 8 October 2024, I have handed over the Board Chairmanship to Andrew Kwan and Choe Peng Sum, who will serve as Co-Chairmen of the Board. Andrew and Peng Sum have been on the Focus Board for many years, and served as Vice-Chairmen over the past three and a half years. With their exceptional leadership qualities and experience, I am confident that Focus Singapore will continue to impact and support families of this generation and the ones to come.

In 2025, the organisation seeks to build on existing efforts to strengthen marriages, enhance parent-child relationships and nurture young family champions, refining strategies that will ensure healthy models and narratives of Family get passed down through the generations.

What we choose today shapes the future. Would you join us in sowing lasting legacies for Family?

Tony Soh

ONWARD FOR GENERATIONS:

*Co-Chairpersons on a
Family-Focused Mission*

Having served as a Director since November 2014 and Chairman of the Board since April 2021, Tony Soh stepped down as Chairman effective 8 October 2024. Former Vice-Board Chairmen Andrew Kwan and Choe Peng Sum have stepped up to assume the role of Co-Chairmen of the Board.

Both Andrew and Peng Sum are veterans in their respective industries. Andrew is a passionate entrepreneur who founded Commonwealth Capital in 2010 to help local food brands grow, and Peng Sum is a prominent leader in the hospitality industry, excelling in hospitality management for over 40 years.

Beyond their achievements in the marketplace, their hearts beat for family and remain committed to creating opportunities for the organisation to thrive and see strong families established in Singapore.



Left: Choe Peng Sum
Right: Andrew Kwan

Understanding The Times

Marriage and Parenting

A recent *Fatherhood Involvement and Marriage Aspirations Survey* conducted by Focus on the Family Singapore revealed that fathers are...



A poll of 443 respondents reflected that 80% believe a strong marriage is key to empowering fathers to play their role better. This suggests that **a healthy marriage is foundational for building strong parent-child relationships.**

How can we continuously work towards deepening marital relationships?

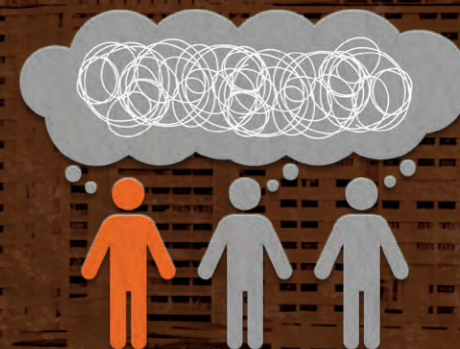
Read The Emerging Family Report



Youth and the Next Generation

As many as **1 in 3 youth** in Singapore reported very poor mental health, with anxiety being the mental health issue that most young people faced (The Straits Times, 29 Sep 2024).

The increased amount of time spent online and on social media was key in affecting the quantity and quality of sleep, physical exercise and real-life interactions – all of which are essential for healthy brain and emotional development in a child.



An increasing number of children and youth are experiencing family instability at a young age. The Singapore Mental Health Study in 2016 found that nearly **2 in 3 adults** in Singapore had experienced at least one stressful or traumatic event, such as emotional neglect or parental death or separation, from birth to age 18.

The deterioration of relational health in families, if not curbed, will have far-reaching repercussions across generations in Singapore, from weakened emotional and mental resilience to increased social costs.

How might we build relational resilience in the next generation?

Be updated about family-related news and research findings



Breaking Ground, Taking Root

Reach and Engagement



Web / Email

49,380



Social Media

633,778



Resource
Distribution
(Print)

74,747



Broadcast Media
(Interviews and
Podcast Episodes)

83

Total Reach*

757,905

*Reach refers to the number of impressions across media channels in Financial Year 2024



Channel News Asia's feature of Focus Singapore's contribution towards the nationwide Digital for Life movement to empower children and families to navigate the online space safely.



THE STRAITS TIMES

Should toddlers play with mobile phones?

Too much time on devices isn't good for your child, but neither is guilt-tripping yourself about it. The key is not to let their use steal your nurturing joy.

June Yong

Focus on marriage first, and then maybe the kids will come

Equipping young couples with relationship skills for a solid marriage is key to ensuring there is a next generation.

June Yong

Teach kids to look at the bigger picture when dealing with setbacks

The Mobile Guardian incident left some students who lost their notes shaken. Amid exams now, remember: the key is to help them get back stronger.

June Yong

Published opinion pieces in The Straits Times by Focus on the Family Singapore.

Youth / Young Adult	Dating / Married	Parent / Parent-Child	Other Individuals
7,630 PERSONS	6,201 PERSONS	10,141 PERSONS	4,123 PERSONS
22 ACTIVITIES	477 ACTIVITIES	136 ACTIVITIES	208 ACTIVITIES
Total Engagement*		28,095 PERSONS	843 ACTIVITIES

*Engagement refers to the interactions made with our constituents, whether in-person or remotely, in Financial Year 2024. All numbers are based on figures reported for Financial Year 2024 (Oct 2023 – Sep 2024)

Nourishing Marriages



We believe that strong, healthy marriages lay the foundation for a life-giving, stable and secure home. Our **Connect2™** marriage initiatives aim to Equip, Enrich and Empower couples to grow closer, deeper and stronger in their marriage.

Equip

To strengthen future families, the **Connect2 Marriage Preparation Workshop** aims to help couples build a solid foundation in the early years of marriage. This year, **30** couples were equipped over three runs to address the issues they may face as newlyweds and grow towards loving each other for life.



Enrich

100 couples reignited their romance at **Best Date Ever**, a special experience for married couples to spend one-on-one time over a curated lunch or dinner experience. Accompanied by specially designed resources, couples bonded over meaningful activities and deepened connections over intimate conversations.

“

I'm emotionally full. I understand my spouse more and am excited to continuously engage my spouse, to be a better wife that he is proud of.

Chin Chann Huay, married for 10 years

”

“

I heard from his perspective on the fights we have been having and decided to be more deliberate and vocal in sharing our thoughts. I like how we are encouraged to prioritise us. Because without us, there won't be the children.

Joy Chua, married for 8 years

”



Empower

Through 24 episodes and with downloads totalling **7,891**, the **Connect2 Podcast** continues to provide hope and encouragement to married individuals by going deep into conversations about the toughest topics on connection, intimacy and lifelong love.

Tune in to our
Connect2 Podcast





Anchoring Families

With over **12,600** downloads and episodes produced bi-monthly, the **ParentEd™ Podcast** encouraged and empowered everyday fathers and mothers with practical advice and real-life experiences, supporting them to learn and grow in their parenting journey.

Cultivating Strong Parent-Child Bonds

With support from IMDA and Digital for Life, we encouraged **1.1 million*** parents to foster meaningful parent-child relationships and raise digitally literate children through **Capture the Wonder: Taking on Digital Adventures**. The campaign featured a handy mini activity book and digital resources for parents to deepen connections with their children and help them understand digital boundaries.



Encouraging Mums

Through our Mother's Day campaign, we encouraged **1.1 million*** mums to trust the process amidst the joys and challenges of motherhood, looking forward to beauty that will bloom **All in Good Time**. Mums were uplifted through the **Timeless Bouquet** affirmation card – where they received encouragement from loved ones.



Strengthening Dads

To spotlight the lasting legacies and importance of fathers, **I'm DAdicated** encouraged **1.8 million*** dads and their families, spurring them on in the race of fatherhood. In addition to dad stories, **The Busy Dad's Playbook** was availed to equip working fathers with simple, time-efficient ideas to enjoy time with their children.



Nurturing Future-Ready Children

42 sessions of our **Raising Future-Ready Kids** parenting talks were conducted across 26 organisations and schools. With the aim to equip parents to raise kids in this VUCA world, the suite of offerings under this series include **Raising Growth-Minded Kids, Raising Resilient Kids, Raising Relationally-Smart Kids** and **Raising Screenwise Kids**.

Deepening Parent-Teen Relationships

On the final night of our annual FamChamps Camp, **130** parents joined their youths at **Honour Night**, a dinner event specially crafted for parents and youths, to bond and build their relationship over games and heart-to-heart conversations.



*Campaign numbers reported are based on social media reach and multiple impressions made in the media.

Seeding Hope in Youths



Families represented:

219



Number of Family Service Projects:

12



Hours of leadership development:

60

Another Generation Arises

We welcomed the 10th batch of FamChamps at our annual **FamChamps™ Camp Experience**. With the support of their mentors, **85** youths will embark on an 8-month journey of equipping and applied learning through Family Service Projects for their school communities.



Through **FamChamps Camp**, youths grew in their understanding of how breakdowns in family affect society and how to communicate with their parents.



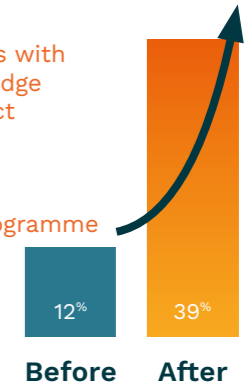
How Breakdowns In Family Affect Society

No. of youths with good knowledge of the subject increased by **39%** after the programme



How To Talk So Parents Will Listen

No. of youths with good knowledge of the subject increased by **27%** after the programme



Developing Emerging Leaders

Since 2019, we have appointed to the **FamChamps Council**, 20 emerging young leaders who are passionate about influencing their generation for Family. This year, as part of leadership development, these young leaders engaged directly with marketplace leaders in fireside chats and were equipped through workshops on cultivating culture.



They also represented FamChamps at community and national youth initiatives, and are currently designing a ground-up project to advocate for family among their peers.



Trailblaze for Family

In celebration of FamChamps' 10th anniversary, the FamChamps Community organised an overnight cross-island relay spanning 53km with 10 partner schools that marked the route. **FamChamps Legacy Trail** raised **\$53,000** through a collective crowdfunding effort amongst FamChamps alumni, mentors, volunteers, family and friends.

Nurturing Conversations and Relational Connections

In July 2024, **53** young adults participated in **The 1825 Collective Conversations: Before You Say Yes**, and discussed topics pertaining to dating, relationships, and marriage within a trusted community.



FamChamps not only influenced and steered positive change in me and my family, but also provided opportunities for me to impact the lives of others in my generation.

Elliot Goh
FamChamps 2014 intake,
1st FamChamps Council

Read more stories
of youth impact here



Restoring Hope in Families

Our counselling services offer trusted and credible expertise, helping families navigate the complexities of interpersonal relationships and individual challenges.

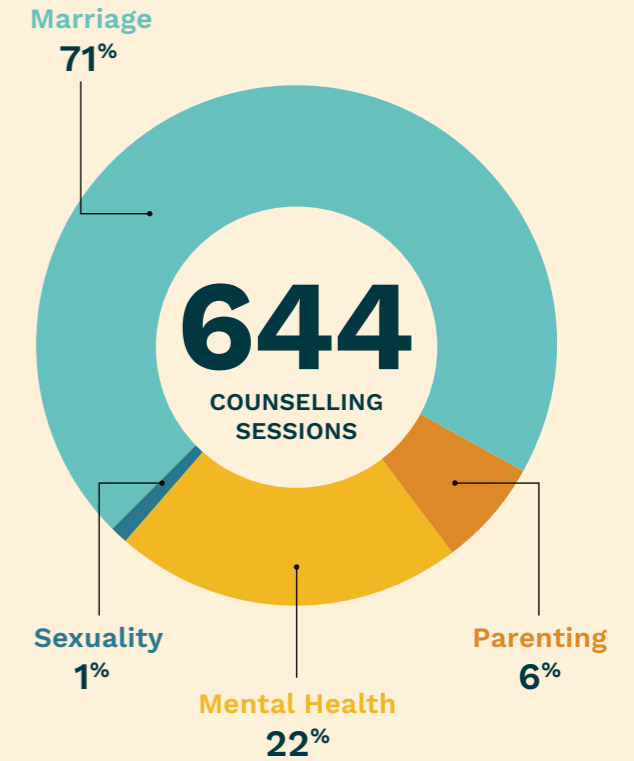
In addressing marital conflicts, parenting struggles, mental health concerns, and sexual identity, our counselling services impact individuals, couples and families by restoring relationships, building healthier communication, emotional resilience and enhancing well-being within the family unit.

The sessions have been most helpful and I have gained much insight into the issues and what I can do. The counsellor has been receptive to feedback and tweaked the sessions accordingly to help. The sessions have some structure which were beneficial in guiding us. I have learnt a lot from the last 5 months of counselling and continue to learn at every session.

Counselling client

Total Number of Counselling Sessions

(Counselling for individuals, couples and families with the following specialised expertise)



Tune in to our Connect2 podcast for insights on reconciling differences in marriage



SPROUTING IN CHANGING SEASONS

Looking Ahead

Building on 23 years of experience in upstream family life education, our strategic thrusts inform our approach towards charting out innovative areas of growth and transformation.

Some of our efforts include:

- **Catalysing inter-sectoral collaborations** with educators and practitioners to co-create solutions and deepen the impact of *FamChamps* by providing more holistic support for families in the community.
- **Deepening our expertise** in marriage and family support with the use of research-informed measurement tools such as the *Connect2 Marriage Assessment*.
- **Equipping more practitioners** in the community by offering consultancy through the development of a *Marriage Ministry Playbook* and accreditation of our family life training.
- **Expanding our support** to families in the community by providing differentiated resources through **e-learning** and increasing the appeal of **marriage and family life coaching**.
- **Investing in our people** with a Human Capital Strategy that develops future-ready technical skills and competencies, for staff to deepen their knowledge and enhance subject matter expertise.
- **Strengthening in-house research capabilities** for the generation of original content and data to develop thought leadership.

These growth initiatives will be built upon a commitment towards people development, good governance and stewardship of financial resources, leveraging digital tools to streamline processes for effective engagement of stakeholders.



Exploring emerging technologies: Winner of National AI Prompt Design Challenge



Strengthening team culture: Emergenetics workshop at Staff Retreat 2023



Collaboration with educational institutes: Learning Journey for student leaders from the SMU-X Transformative Leadership course



Harnessing the power of community: Focus Group Discussion with Marriage Champions

Upcoming Initiatives

FamChamps Junior

FamChamps Junior upholds Family as the seedbed of life where a child's identity and values are formed and nurtured.

It aims to develop children aged 4-6 as young family champions who will play a part to cultivate caring homes and build strong families in our community.



In collaboration with Kingdomgarden Preschool Services, **FamChamps Junior** was piloted in 2024 across 14 Little Olive Tree centres as part of "Explorers", a programme by The Boys' and Girls' Brigade in Singapore.



Launch of FamChamps Junior at Partnership Dinner 2024



Find out more about FamChamps Junior



Talk About Sex 2.0

Building on the interest of **240** parents subscribing to the course last year, the **Talk About Sex** e-learning curriculum returns with a new series featuring everyday parents who have embarked on this journey of intentional conversations with their children about love, sex and relationships.

Along with it, a guide for group facilitators is now available for parents interested in covering this video series in small groups.

Marriage Assessment

Providing a two-pronged approach in strengthening marriages, the **Marriage Assessment** tool aims to help members of organisations understand the health of their marriage and steps they can take to strengthen it, as well as equip organisations to better support their members' marriages.

Focus Marital Therapy (FMT) Accreditation

To raise passionate marriage coaches who can support marriages in their communities, we will be introducing the Focus Marriage Model which underpins the Focus Marital Therapy approach – a method that has been successfully adopted by many marriage practitioners in various settings.

A screenshot of a video player from the Focus Family website. The video title is "Conversations about sex need not be so tough". Below the title, it says "Research shows that when parents engage their...". The video shows a man and a woman sitting on a yellow sofa. A caption identifies the woman as "MICHELLE SOON, Mother of one boy". Below the video player, there is a teal box with the text "Check out the Talk About Sex Video Series" and a QR code.

Just Married Workshop

To strengthen couples in their early years (5 years or less) towards a marriage that thrives for a lifetime, this new 3-session hybrid workshop aims to equip married couples with practical handles on building their relationship.



Check out our suite of initiatives in 2025

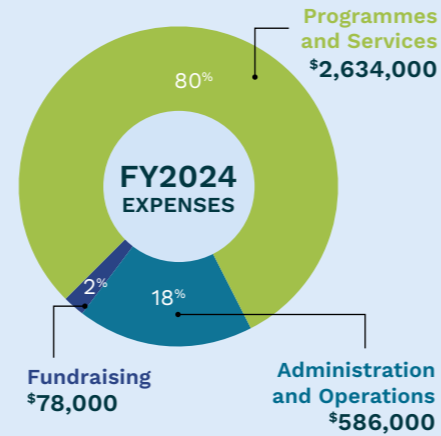


Financial Year 2024



1,219
DONORS

3,317
DONATIONS



For every dollar donated, **80 cents** supports Programmes and Services, **18 cents** goes towards Operations, and **2 cents** contributes to our fundraising efforts.

Sow into Lasting Legacies with Us

As a donor-supported charity, sustainable fundraising is essential for the long-term success and impact of Focus Singapore. Some of the efforts we have made to strengthen our organisation's resilience include:

- Building relationships with donors to show genuine care for them and their families;
- Growing the number of monthly donors and strengthening engagement through regular touchpoints;
- Leveraging on tools to streamline processes and utilising data analytics to better understand the profile of our supporters;
- Engaging community and corporate partners through collaborative fundraising projects or multi-year gift pledges.

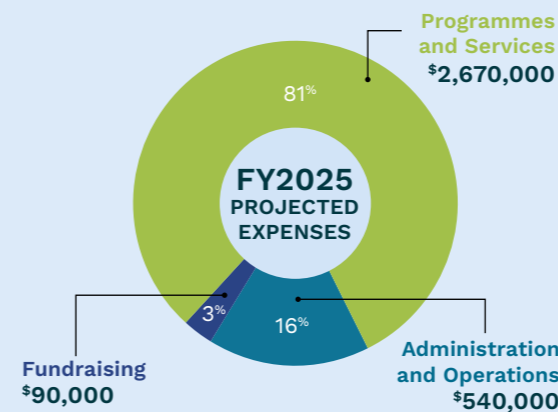
We celebrated our 22nd anniversary at **Partnership Dinner** by hosting and appreciating **740** family champions. Guest of Honour Minister Indranee Rajah, Minister in the Prime Minister's Office of Singapore, presented Family Champion Awards to our strong supporters.



126 golfers and our Guest of Honour, Mr Seah Kian Peng, Speaker of Parliament and MP of Marine Parade GRC, at our annual **Charity Golf** fundraiser.

Financial Year 2025

We need to raise **\$2,400,000** to meet our projected expenditure of \$3.3 million.



No gift, or effort, is too small.

We invite you to champion family with us by becoming a monthly donor that ensures a sustained source of support for this vital work.

Every gift sparks change to transform generations – a child gaining confidence to effect positive change in their family, a teenager finding the support needed to overcome family relational difficulties, and parents building stronger, more loving relationships.

Be a Champion for Family



Recipient of



Nurturing Growth

We are blessed to have the support of

476 ORGANISATIONS, COMMUNITY LEADERS & SCHOOLS
191 SCHOOLS
285 COMPANIES, GOVERNMENT & COMMUNITY GROUPS



I learnt that a child remembers feelings more than words. I want to be more engaged with my child through building stronger communication.

Parent,
Geylang Methodist School
(Secondary)



Partner Us



Our Partners



- Ang Mo Kio Methodist Church
- Anglican Preschool Services
- Anglo-Chinese School (Barker Road)
- Antioch Christian Centre
- Bethesda Frankel Estate Church
- Broadrick Secondary School
- Catholic Junior College
- CHIJ Our Lady of the Nativity
- Clementi Town Secondary School
- Emmanuel Assembly of God
- Emmanuel Church of Singapore
- Fairfield Methodist School (Secondary)
- Geylang Methodist School (Secondary)
- Good Gifts City Church
- Hope Church Singapore
- International Baptist Church
- Ngee Ann Polytechnic
- NUS High School of Mathematics and Science
- PAP Community Foundation
- Paya Lebar Methodist Church
- Paya Lebar Methodist Girls' School (Secondary)
- Presbyterian Preschool Services
- Queensway Secondary School
- School of the Arts
- South View Primary School
- St Andrew's Cathedral
- St Andrew's Secondary School
- St Hilda's Secondary School
- St Margaret's School (Primary)
- Temasek Polytechnic
- Wesley Methodist Church
- Zhenghua Secondary School

Growing Together

The work of sowing into families and the next generation requires the investment and involvement of many.

This year, we are joined by

333 VOLUNTEERS

who contributed

5,418 VOLUNTEER HOURS



“
Being part of a movement that supports families has been incredibly rewarding. Serving alongside my dad also gives us a unique way to bond over our shared passion for speaking and connecting with people, deepening our relationship both personally and professionally.

Nathan Ang

“
*A family that serves together bonds together. Volunteering with my wife to conduct **Connect2** workshops and emceeing with my son at **Honour Night** are some ways I bond with them, and we have discovered new things about each other through these experiences.*

Amos Ang, father to Nathan

Enabling Growth as a Community

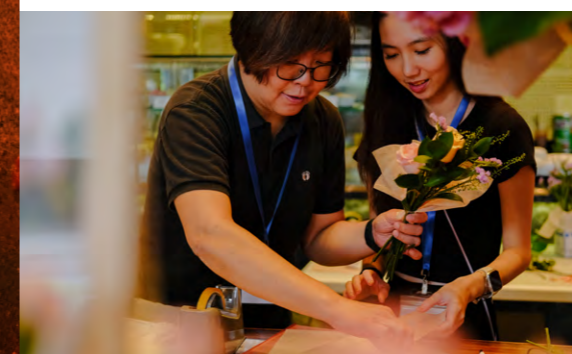
We launched the **FamChamps Mentor Experience** to further engage and equip our community of youth mentors through personal development and community building.

This includes Core Trainings to prepare mentors for the annual **FamChamps Camp Experience**, as well as Community of Practice and Elective sessions for existing mentors to share best practices and keep abreast of timely youth trends.



Opportunities to Grow with Us

We are grateful for our diverse community of volunteers who contribute their **time, talent, ties, testimony, and treasure**. Whether they are assisting with administration, facilitating programmes, or supporting our media initiatives, their unique skills and efforts make a significant impact.



Volunteer with us



ENVIRONMENTAL, SOCIAL AND GOVERNANCE INITIATIVES

Stewarding for a Sustainable Future

The Code of Governance for Charities and Institutions of a Public Character (IPCs) in Singapore was revised in April 2023 to include Environmental, Social, and Governance (ESG) considerations.

Focus on the Family Singapore endeavours to be environmentally friendly, maintain good relationships with our stakeholders, and uphold high governance standards.

The following are some ESG initiatives we have undertaken over the past year.

Environmental

Green Practices

We prioritise sustainability through initiatives such as minimising the use of disposable items, organising clothing swap events, and promoting the use of reusable bottles and utensils at our events. Additionally, we adopt pre-owned furniture and office equipment to reduce our carbon footprint and crowdsource for event materials.

Digital Transformation of Operations

Paper usage has been reduced by transitioning to digital platforms for approvals, payments, and programme feedback. Our workflow efficiency has improved with the use of a Human Resource Management System for reimbursements and digital name cards for all staff.

Social

Educational Programmes

We have undertaken various social responsibility initiatives to support community well-being. These efforts include enhancements of the FamChamps youth mentorship programme, provision of financial assistance for counselling services to low-income families, and offering of scholarship for youth participants in *The 1825 Collective: Conversations* and *FamChamps* programmes.

Governance

Recipient of the Charity Transparency Award 2024

The Charity Transparency Award (CTA) acknowledges charities that have demonstrated transparency in their practices and adhered to high standards of governance. We received the CTA for three consecutive years from 2022 to 2024.

Achieved the Cyber Essentials Mark

Administered by the Cyber Security Agency of Singapore, the certification recognises organisations that have put in place good cyber hygiene measures.

Diversity in Leadership

Our Board consists of both male and female members (30% women on the Board) with expertise in various industries. Members provide insights on policy and operational matters, which are important for our environmental sustainability and social impact initiatives.

ABOUT US

Focus on the Family Singapore Limited was set up in December 2001 as a Company Limited by Guarantee. It was registered under the Charities Act on 5 June 2002. As required by ACRA, the new Constitution of the Charity was adopted in April 2016.

As a donor-supported charity with Institution of a Public Character status (renewed for 3.5 years till 31 March 2025), all donations made to Focus Singapore can qualify for 250% tax deduction. We organise fundraising events such as our Partnership Dinner and Charity Golf, and are thankful for our Champions for Family and Friends of the Family who have helped us raise funds through self-initiated crowdfunding projects.

Donations raised go fully towards benefitting our constituents. We do not make donations to external parties or engage third-party commercial fundraisers. We always ensure that we keep within the 30–70 fundraising guideline. For our Financial Year 2024, our fundraising efficiency ratio was 6%, i.e. we spent only 6 cents to raise each dollar.

RESERVES AND RESTRICTED FUNDS POLICY

The organisation has a policy to achieve and maintain a reserves level equivalent to 12 months of the organisation's operating expenses for long-term sustainability. The reserves are set aside in the event the organisation needs to wind up/down, or utilised for special non-recurring expenditure to develop long-term capacities/capabilities as approved by the Board of Directors, and can be put into fixed deposits as determined by the Board.

Restricted funds are funds received from grants set aside for specific programmes or initiatives within an agreed period.

Unique Entity Number (UEN): 200108115N

Registered address: 9 Bishan Place, Junction 8 Office Tower, #08-03, Singapore 579837

Independent Auditor: Baker Tilly TFW LLP

Bankers: DBS Bank Ltd, Oversea-Chinese Banking Corporation Ltd, Maybank Singapore Ltd, Hong Leong Finance Ltd

FINANCIAL REPORT FOR FY2024

Description	%	Total (\$)	Unrestricted Funds	Restricted Funds
Receipts				
Donations	75.2%	2,340,525	2,340,525	–
Programmes & Services	9.2%	286,871	286,871	–
President's Challenge Grant	5.6%	174,125	–	174,125
IMDA-Digital for Life	3.4%	104,710	–	104,710
Our Singapore Fund-FamChamps Camp Experience	0.3%	8,000	–	8,000
NYC-FamChamps Mentor Experience	0.8%	25,000	–	25,000
Other Grants and Subsidies	2.5%	75,915	67,983	7,932
Interest Income	3.0%	93,689	93,689	–
Total Receipts	100%	3,108,835	2,789,068	319,767
Expenditure				
Cost of Generating Funds	2.4%	78,555	78,510	45
Charitable Activities Expenditure	97.0%	3,201,004	3,006,197	194,807
Governance Costs	0.6%	18,350	6,100	12,250
Total Expenditure	100%	3,297,909	3,090,807	207,102
Net Surplus/(Deficit)		(189,074)	(301,739)	112,665

Balance Sheet	Total (\$)
Fixed Assets	10,069
Bank & Cash Balances	2,984,500
Receivables	154,797
Payables	(313,579)
Net Assets	2,835,787
Unrestricted Funds	2,518,727
Restricted Funds	317,060
Total Funds	2,835,787

Charitable Activities Expenses	%
Programme Costs	80%
Administrative Costs	7%
Operating Expenses	13%

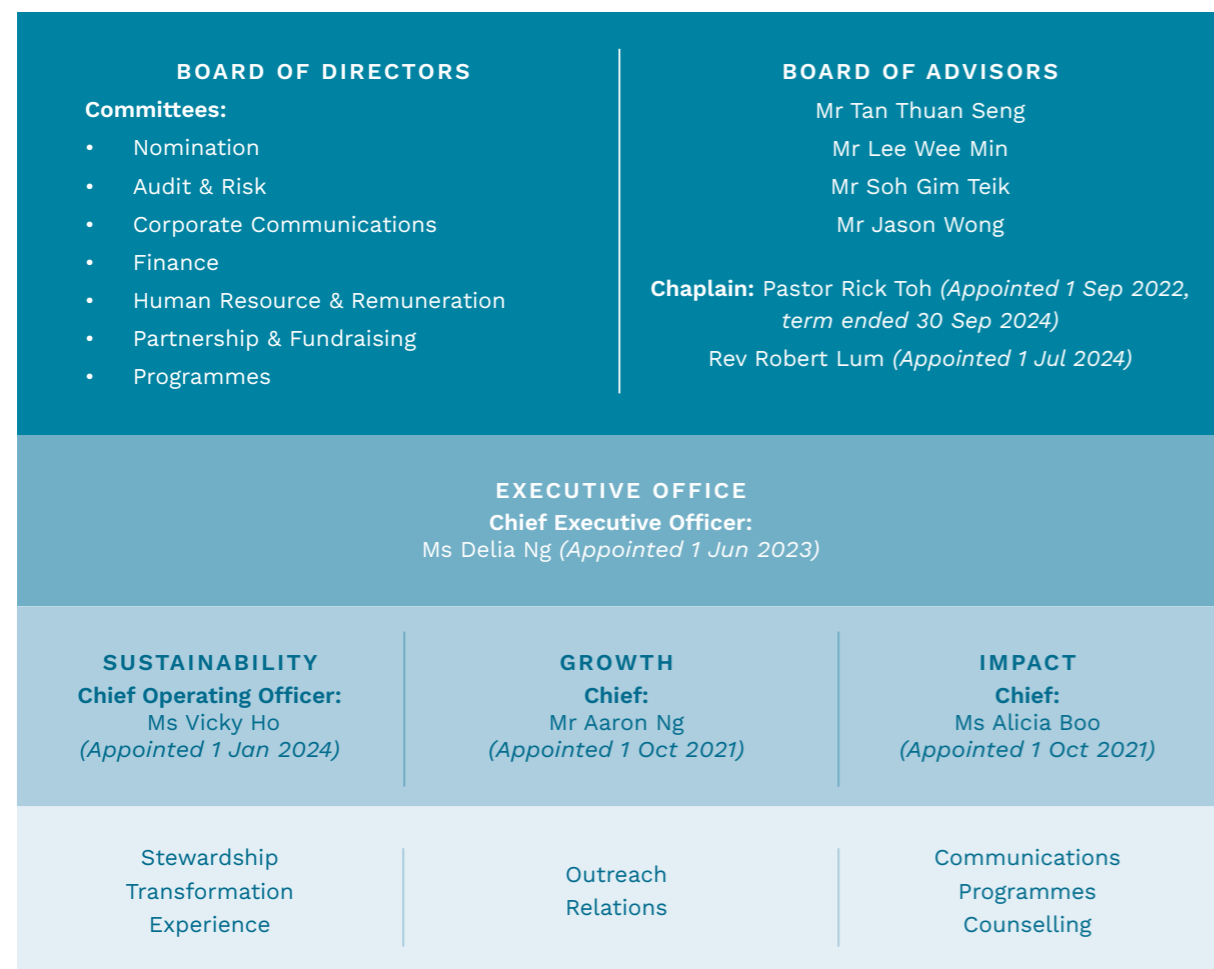
TOP SALARY BANDS (Total staff at 30 Sep 2024: 34)

Salary Bands	No. of Staff
Remuneration of Top 3 Executives	
\$120,001 – \$140,000	1
\$100,001 – \$120,000	2
Paid staff who are close members of the family of the CEO or Board members	
\$50,001 – \$150,000	1

All figures are based on audited accounts for Financial Year 2024 (October 2023 to September 2024). Please email us if you wish to receive a copy of the audited accounts.

The accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS"), so as to give a true and fair view of the financial position of the Company as at 30 September 2024 and of the financial activities, changes in funds and cash flows of the Company for the financial year ended on that date.

ORGANISATION STRUCTURE



Recipient of

- Charity Transparency Awards 2022, 2023, 2024
- Digital for Life Catalyst Award 2024
- Great Companies for Dads Awards 2023
- Work-Life Excellence Award 2010, 2012, 2014, 2018, 2021, 2023
- People's Association Community Spirit Awards 2022
- Citi-YMCA Youth-for-Causes Awards 2005, 2017, 2019
- Wofoo Asian Awards 2018
- Best Companies for Mums Awards 2015
- Work-Life Sustained Excellence Award 2014

CONFLICT OF INTEREST POLICY

In keeping with good governance, Focus on the Family Singapore has put in place its Conflict of Interest (COI) policy to ensure a system of checks and accountability. Board, staff and volunteers complete a COI declaration form annually and update the Board accordingly when there are changes to their interests. The declaration includes dealings with other charities, businesses and vendors. All Board Directors, staff and volunteers are required to declare any potential COI and abstain from decision making when such situations arise.

WHISTLE BLOWING POLICY

Focus Singapore is committed to the highest standard of ethical behaviour and sound corporate governance. The organisation's whistle blowing policy is outlined and availed to all on our corporate website and in our staff HR Handbook.

PERSONAL DATA PROTECTION ACT POLICY

Focus Singapore respects and honours our donors, partners, volunteers and clients, and their right to have their privacy protected. Focus Singapore is also committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information given in good faith will only be used to maintain or enhance their relationship with the organisation, and anyone can remove their name from mailing lists upon sending their requests to us.

Focus Singapore also maintains a high level of confidentiality with respect to donor information. Donors' names and other details will not be published in any corporate collaterals or public publications unless there is a partnership agreement between Focus Singapore and the donor.

Focus Singapore has documented procedures to safeguard personal information in our databases, whether in hard copy or online, and will not disclose such information to other organisations.

BOARD OF DIRECTORS

The Board of Directors provides leadership on strategic planning, financial management and resource optimisation. Our directors do not receive any fees for their Board services rendered and there are no paid staff on the Board.

In 2024, the Board participated in National Volunteer and Philanthropy Centre's National Non-Profit Board Leadership Study. Through the report provided, the Board will identify key areas for continuous improvement, effectiveness and growth. The Executive Management conducts philosophy and brand training prior to each board meeting and may also highlight relevant trainings throughout the year to Board Directors.

The Board is assisted by various committees comprising board members and other professionals who render their services on a voluntary basis and are not remunerated. The specific functions and responsibilities of the board committees are documented in official terms of reference.

- The Nomination Committee ensures that the organisation establishes and maintains its appointment process and practices, terms of reference and tenure of the office bearers. The committee assesses potential board candidates and recommends to the Board for approval.
- The Audit & Risk Committee engages professional external auditors annually and oversees the organisation's Enterprise Risk Management as well as regular internal audit.
- The Corporate Communications Committee advises on public relations and communications matters.
- The Finance Committee oversees financial policies and ensures documented procedures are in place for operating budgets, purchases, receipts and payments; and ensures accurate monitoring and proper accountability for funds through approval limits and designated officers with authority to act on behalf of the organisation.
- The Human Resource & Remuneration Committee advises on HR matters including the performance appraisal system of employees, remuneration for key staff, learning and development opportunities, and work-life policies.
- The Partnership & Fundraising Committee is diligent in ensuring long-term financial sustainability and wise stewardship through fundraising activities and strict accountability to the Board.
- The Programmes Committee provides subject matter expertise and ensures that all initiatives and programmes are directed towards achieving the stated outcomes, mission and vision of the organisation.

Our directors are appointed for a maximum term limit of 10 years. The maximum term limit for the position of the Finance Committee Chair is 4 years.

BOARD ATTENDANCE FOR FY2024 (OCT 2023 TO SEP 2024)

Board Member		Date of Appointment	Board Appointment	Background
Mr Tony Soh	• • • •	3 Nov 2014	Board Chairman	Philanthropy and Community Development
Mr Andrew Kwan	• •	23 Oct 2017	Vice-Chairman, Partnership & Fundraising Committee Chair	Business
Mr Choe Peng Sum	• •	29 Aug 2019	Vice-Chairman, Human Resource & Remuneration Committee Chair	Hospitality
Mr Andy Tan	• • • •	31 Jan 2020	Director, Audit & Risk Committee Chair, Nomination Committee Chair	Asset Management
Ms Beh Siew Kim	• •	25 Feb 2022	Director	Hospitality and Real Estate
Mr Bernard Ng	• • • •	21 Jan 2021	Director, Finance Committee Chair	Retail and Service
Mr Boaz Nazar	• •	17 Jul 2014	Ex-Director (Resigned with effect from 17 Jul 2024)	Legal
Ms Inez Fun	• • •	10 May 2022	Director, Corporate Communications Committee Chair	Marketing
Mr Jeffrey Goh	•	17 Jul 2014	Ex-Director (Resigned with effect from 17 Jul 2024)	Fintech
Ms Jessica Bin	• • • •	6 Mar 2018	Director, Programmes Committee Chair	Public Service
Mr Paul Yuen	• • •	25 Feb 2022	Director	Legal
Ms Ruth Wan	•	1 Aug 2021	Director	Publishing
Mr Soon Sze Meng	• •	10 May 2022	Director	Energy

• Denotes board meeting attendance. There were four board meetings in the Financial Year 2024.

GOVERNANCE EVALUATION CHECKLIST

For the period 1 October 2023 - 30 September 2024

S/N	Code Guidelines	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff ¹ appointments?		No
2	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Not Applicable
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not Applicable
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for renomination and reappointment, at least once every three years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years?		No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Not Applicable
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
Human Resource and Volunteer² Management			
12	The Board approves documented human resource policies for staff ¹ .	5.1	Complied
13	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied
	Are there volunteers ² serving in the charity?		Yes
15	There are volunteers ² management policies in place for volunteers*.	5.7	Complied
Financial Management and Internal Controls			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied

18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits?		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations-in-kind during the year?		Yes
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services?		No
25	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Not Applicable
	Does the charity employ paid staff ¹ ?		Yes
27	No staff ¹ is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff ¹ , who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff ¹ also serves on the Board of the charity. The information relating to the remuneration of the staff ¹ must be presented in bands of \$100,000. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each	8.4	Complied
29	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

¹ **Staff:** Paid or unpaid individual who is involved in the day-to-day operations of the charity.

² **Volunteer:** An individual who willingly give time and talent for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the Code of Conduct applicable to staff.

³ **Close member of the family:** A family member who may be expected to influence, or be influenced by, that person in their dealings with the charity. A close member of the family may include:

- That person's children or spouse;
- Children of that person's spouse; and
- Dependents of that person or that person's spouse.

About Us

Focus on the Family Singapore Limited is a local Christian charity with Institution of a Public Character (IPC) status. Recognising the challenges and disruptions in our increasingly digitised world, we seek to bring families closer by encouraging and equipping youth and individuals from all backgrounds towards strong and resilient relationships, starting at home.

Our Mission and Vision

Helping families thriveSM to transform generations.

Our Strategies

Thought Leadership

To be a trusted unwavering voice for family issues and the Family in the public arena.

Talent Engagement

To raise Family Champions across generations who influence and impact society.

Constituent Engagement

To connect families with resources through widened outreach and engagement.

Our Values

Our passion is driven by these core beliefs that are shared across cultures and generations:

- *The Sanctity of Human Life*
- *The Value of Male and Female*
- *The Permanence of Marriage*
- *The Value of Children*
- *The Importance of Outreach and Social Responsibility*

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