

# Build Last

TO

FOR  
GENERATIONS



STEWARDSHIP  
REPORT 2025

 **FOCUS**  
ON THE FAMILY.  
Singapore

*Family for today,  
and for the future*

*"Only be careful for yourself and watch over your soul diligently, so that you do not forget the things which your eyes have seen and they do not depart from your heart all the days of your life; but make them known to your sons and your grandsons."*

**Deuteronomy 4:9 (NASB)**



Photo taken at FAM JAM Fest hosted at South Beach, graced by Minister Ong Ye Kung as Guest of Honour.



*A Note from our Co-Chairmen,*

*Andrew Kwan and Choe Peng Sum*

## Dear Friends of the Family,

It is an honour to write to you for the first time as Co-Chairmen of the Board of Focus on the Family Singapore. We sincerely thank former Board Chairman, Mr Tony Soh, for his leadership and contributions. Now that the baton is in our hands, we continue a shared mission, serving alongside a committed Board, passionate management and staff team.

This year, we celebrated SG60, a testament to the steadfast values and bold vision our nation was built upon. Singaporeans across different generations and from all walks of life have played a vital role in getting us to this milestone.

Yet, evolving attitudes among youth aged 18-35 toward cohabitation, divorce, and same-sex marriage signal a cultural shift (*Institute of Policy Studies: Moral Attitudes in Flux, Aug 2025*)<sup>1</sup>.

Focus on the Family Singapore champions timeless principles for marriage and family. Since the launch of FamChamps a decade ago, we see a growing number of youths rising up as advocates for family in the community. They have also returned to serve, impacting their generation as youth trainers and volunteer leaders (read more at page 24).

While advancement of AI and digital technologies have brought about conveniences to our daily lives, it has also intruded our homes with unwelcome content that impedes relational health in families.

Looking ahead, we will ramp up efforts to equip practitioners, support married couples, parents and train up our young through these developments:

- Produce **values-based tools and trusted resources** for parents of young children to build critical thinking and discern messages embedded in content.
- Reach and engage youths and young couples with **relatable and authentic content** on TikTok and Instagram reels, amplifying narratives of emotionally healthy relationships based on lived experiences.
- **Conduct training and equipping** to empower educators, community workers, mentors and parents with skills and confidence to nurture relational intelligence and navigate conversations on sexuality.
- **Launch *Connect2 Marriage Getaway*** for couples seeking to jumpstart their marriage – a first of its kind residential marriage intensive anchored upon *Focus Marital Therapy*, an evidence-based modality proven effective to improve marriage dynamics.

To ensure that our team is future-ready, we will enhance the capabilities of our team by:

- Expanding expertise in marital and family counselling – with effect from January 2026, Focus on the Family Singapore will be a **recognised training site** for Master of Clinical Mental Health and Psychotherapy, as well as Master of Counselling students.
- Introducing **impact assessment frameworks** based on metrics used in the social service sector – with consistent collection of evaluation over time, we hope to clearly demonstrate the impact our programmes have on participants.
- Availing opportunities and resources for staff to **develop Critical Core Skills**, such as digital fluency and sense making.

As we continue to safeguard the wellbeing of generations, we invite you to come alongside and strengthen our stakes for family, marching towards SG100 and beyond.

For Family,

**Andrew Kwan and Choe Peng Sum**

<sup>1</sup> IPS Working Papers No. 66 Moral Attitudes in Flux: Comparing Trends Across Religions in Singapore, Pg 42

# Paving Pathways to Connect

In 2025, we increased collaborations across media platforms to reach new audiences with stories of hope and transformation.

 **1,570,474**  
reached on social media

 **11,055**  
unique podcast listeners



 Resource Distribution  
**50,953**

 Media Interviews and Opinion Pieces  
**27**



Tune in to our podcast episodes

We launched our first *Connect2* vodcast series, covering topics related to building a home, finances, in-law relationships, and intimacy.

*"Intimacy is a life-long journey. It's not a magic switch that you flick on and off at any point in time. We are all in this journey together. Learn to communicate and connect."*



Watch *What I Wish I Knew Before Getting Married*



Children	Youth / Young Adult	Dating / Married	Parent / Parent-Child	Adult Learners
555 persons	2,341 persons	6,257 persons	7,792 persons	4,605 persons
20 activities	37 activities	307 activities	85 activities	170 activities
21,630 individuals			<b>Total Engagement</b>	620 activities

Find out what's coming up in 2026



Engagement refers to the interactions made with our constituents, whether in-person or remotely, in Financial Year 2025

All numbers are based on figures reported for Financial Year 2025 (Oct 2024 - Sep 2025)

# Fortifying the Foundation

**Fewer marriages were reported in the past year, reflecting shifting priorities, lifestyle changes, and evolving expectations within relationships**

*(Ministry of Social and Family Development, 2025)<sup>2</sup>.*

Marital health impacts family stability and has knockdown effects on the next generation. It is imperative that we take an upstream approach to increase couples' ability to build strong marriages.

## Setting the Cornerstone



To lay strong foundations for lasting relationships, *Connect2 Marriage Preparation* and *Connect2 Just Married* workshops equip engaged and newly married couples to strengthen communication, resolve conflict, and discover their new season together.

**Next Milestone**

*Connect2 Marriage Getaway* is a residential programme for couples seeking to jumpstart their marriage. Couples will benefit from small group sessions anchored upon evidence-based *Focus Marital Therapy* with the support of therapists and couple coaches.

<sup>2</sup> Ministry of Social and Family Development, *Family Trends Report 2025*, Pg 5

## Joining Hands to Enrich Marriages

Our **Connect2 Marriage Assessment** has been implemented across **seven organisations, reaching more than 1,600 individuals.**

Each organisation received a group report that provides an analysis of marital health, gaining insights to identify the right interventions and support that couples in their community require. Accompanying the group report is a *Marriage Ministry Playbook* that provides a framework and toolkit to design and implement initiatives to support marriages.



*"This experience has helped me see that nurturing my marriage doesn't always require big gestures; it's about being intentional in the small daily moments, prioritising time together, and turning routines into opportunities to connect."*

*- Participant at SINDA Date Night*

Community partners value our expertise in designing experiential programmes for constituents in their communities. **22 couples** participated in *SINDA Date Night*, featuring a one-on-one dinner complemented by intentional activities and meaningful conversations.

# Reinforcing Relationships and Values

High cost and stress are among the top reasons why young Singaporeans decide not to have kids *(The Straits Times, 2024)*<sup>3</sup>.

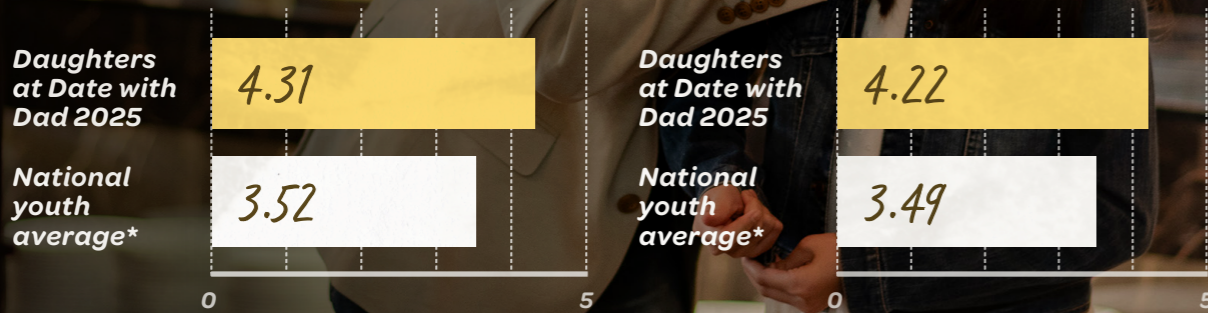
For those who do become parents, raising children in a landscape that is vastly different and uncertain remains an uphill challenge.

## Deepening Bonds

196 fathers and daughters invested in their relationship at our signature *Date with Dad* event. This experience offered moments for intentional interactions that deepened emotional connection and trust between fathers and their daughters.

Daughters report **greater confidence confiding** in their dads, compared to most youths when it comes to opening up to family members.

These youth participants also showed **greater ability to express their feelings** to their dads, more than an average Singaporean youth towards their family members.



<sup>3</sup> The Straits Times: 7 in 10 young Singaporeans feel it is not necessary to marry, but most still want to: Poll

\* YOUTH.sg: State of Youth 2024 by National Youth Council, which surveyed youths aged 15 to 19.

## Anchoring Healthy Values

 1,400 visitors



This resource features everyday parents who share about conversations with their children about love, sex and relationships.

Check out the *Talk About Sex Video Series*



The inaugural *Healthy Sexuality Masterclass* brought together **204 representatives and leaders** from the social work, education, counselling, faith and community sectors. Led by industry practitioners, the masterclass equipped participants with practical frameworks and a holistic approach to sexuality and relationships.



*"The speakers were able to share real world scenarios which helped me retain knowledge of the session and gave me confidence to have discussions with my community."*

- Participant of the *Healthy Sexuality Masterclass*

Access *The Future of Sexuality Report*



Next Milestone

More resources on **sexuality** and **digital safety** will be developed to equip parents in guiding conversations that will shape their children's values.

# Lighting the Beacon

About **1 in 3** young persons in Singapore experience depression, anxiety and/or stress, with anxiety being the most common mental health issue (Institute of Mental Health, 2024)<sup>4</sup>.

What if we could strengthen preventive measures starting from the family unit, and in doing so, positively reshape the future for our young ones?

Since 2014, we have seen a total of:

**59** partner secondary schools

**95** Family Service Projects by youths

**1,607** FamChamps commissioned

FamChamps of Fairfield Methodist School (Secondary) received the Most Impactful Family Service Project Award from Ministry of Culture, Community & Youth Senior Parliamentary Secretary Ms Goh Han Yan. They raised awareness on the importance of family among the Secondary 2 cohort and rallied their peers to make a pledge for family.



## Shaping Family Aspirations

FamChamps (2024 intake)

78%

National youth average\*

27%

A larger percentage of FamChamps youths expressed a **strong desire to get married in the future** compared to the national average – suggesting the effectiveness of the FamChamps Camp Experience in encouraging youth aspirations for marriage and family.

“Being part of FamChamps has shown me that family isn’t perfect, but we have the chance to shape its culture by being the first to say sorry, choosing to listen, or giving up that last piece of chicken.”

- Hannah Wan, FamChamps Camp Experience (2024 intake)

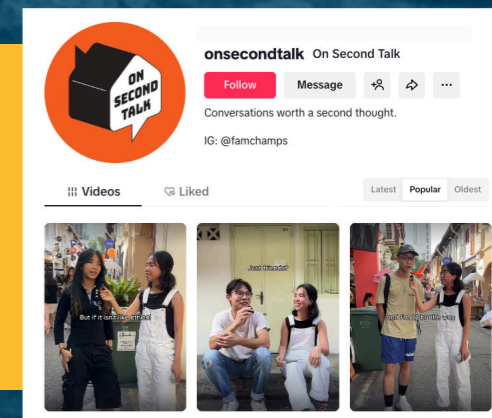
FamChamps TikTok

@onsecondtalk

Next

Milestone

is a channel to empower youths to be a voice for family and relationships.



Join the conversation on TikTok



<sup>4</sup> Institute of Mental Health: Excessive social media use, body image concerns and being cyberbullied are significantly linked to mental health symptoms among youths, Pg 1

\* YOUTH.sg: State of Youth 2024 by National Youth Council, which surveyed youths aged 15 to 19.

# Securing a Strong Start

Research has found that parental engagement at family mealtimes can be a protective factor for child health outcomes (Ministry of Education, 2025)<sup>5</sup>.

FamChamps Junior is designed for children aged 4-6 to be developed as young family champions who play a part in cultivating caring homes and building strong families in our community.



FamChamps Juniors at PCF Sparkletots Preschool @ Jalan Kayu Blk 999 personalising their FamChamps Junior activity booklets.

Through school-home community partnerships with **19 partner preschools**, **555 FamChamps Juniors** were given opportunities to develop relational skills and emotional intelligence.

In alignment with the *Grow Well* SG health promotion strategy, FamChamps Juniors shared what makes family mealtime moments enjoyable. Their stories went towards the development of *FAM JAM* Children's Day Campaign and *FAM JAM Fest*, a community event for families to discover joy around mealtimes.

**1.3 million**  
reached via digital campaign

**1,314**  
parents and children attended *FAM JAM Fest*



"We try to share about our day during mealtimes so that our daughter can develop the habit of sharing any difficulties she faced during her school day."

– Naveen Prakash,  
father of 5-year-old

With the endorsement of both her teachers and caregivers, 6-year-old Venetia Van received the **Tower Capital Asia Emerging FamChamp Award** at **Celebrate FamChamps 2025**, as an affirmation for showing care for and appreciation of her family.



<sup>5</sup> Ministry of Education: *Grow Well* SG to Support Families in Building Healthy Habits in Children

# Sparkling Hope in Families

Marriage

63%

Parenting

3%

Mental Health

34%

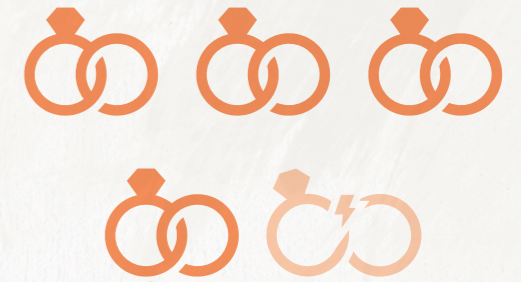


## Focus Marital Therapy Certification

Six therapists who attended the Focus Marital Therapy (FMT) Certification are among the first in Asia to be equipped with an evidence-based model developed by the Focus Marriage Institute.

FMT is anchored on the foundation that a thriving marriage is made of two thriving individuals building a relationship together, emphasising the emotional health of individuals to cultivate healthy interactional patterns towards restoring hope for marriages.

Since 2003,



4 in 5

couples remain married  
two years after  
undergoing FMT<sup>6</sup>.

<sup>6</sup> Burbee, R. K., Sparks, B. K., & Arzen, R. S. P. C. (2011). Integrative marital intensive therapy: a strategy for marriages in severe distress. *Journal of Psychology and Christianity*, 30(1), 37+.

**With empathy and expertise, our counsellors use evidence-based therapies to support marriages, parent-child relationships, and personal wellness.**

*"We are very grateful for the guidance we received during our marriage counselling. The counsellor's deep understanding and empathetic demeanour made it easy to open up. We valued that she took the time we needed for each session. Her thoughtful questions truly helped us navigate our challenges effectively."*

- Counselling Client

## Hear from our Counsellors

Apart from journeying with clients, our counsellors bring encouragement and insight into the challenges that married couples face via our *Connect2 Podcast* episodes.

**Tune in to the counselling features:**



**How to Care for  
Yourself While  
Helping Your  
Depressed Spouse**



**On Infidelity,  
How Do We  
Rebuild Trust?**

# Forging to Reach Out

Our partners have uplifted families in the community.

354 organisations, community leaders & schools — 98 pre-, primary, secondary schools & tertiary — 256 companies, government & community groups

## Shalom International Movers

As the official logistics sponsor for FAM JAM Fest, they distributed close to 49,000 resources to 42 preschools islandwide, spreading joy to families and homes.



*"We believe in building strong families, one delivery at a time."*  
 - Gabriel Lam, Chief Operating Officer at Shalom International Movers

Partner us to reach families together



# Our Partners



- All Saints' Church
- Anglican High School
- Barker Road Methodist Church
- Broadrick Secondary School
- Cairnhill Methodist Church
- Canberra Secondary School
- Chapel of the Resurrection
- Clementi Town Secondary School
- Cornerstone Community Church
- Emmanuel Assembly of God
- Fairfield Methodist School (Secondary)
- Faith Methodist Church
- Geylang Methodist School (Secondary)
- Good Gifts City Church
- Grace Methodist Church
- HOPE Singapore
- Methodist Preschool Services
- Ngee Ann Polytechnic
- Paya Lebar Methodist Church
- Paya Lebar Methodist Girls' School (Secondary)
- Pentecost Methodist Church
- RiverLife Church
- Singapore Management University
- St Andrew's Cathedral
- St Andrew's Junior College
- St Andrew's Secondary School
- St James' Church
- Temasek Polytechnic
- The Boys' Brigade in Singapore
- Woodlands Evangelical Free Church
- Zhenghua Secondary School

# The Heart of Home

This year, we created impact with

334 volunteers

over

5,665 volunteer hours



"After going through FamChamps Camp Experience 2022, I realised there is so much more we could do for family. In my interactions with other volunteers, I get to gain wider perspectives on family."

- Adele, 17-year-old youth participant turned volunteer



"Mentoring didn't just shape the youths we met, it shaped us too, reminding us that when we serve together, we grow together."

- Wee Song and Huey Hong, husband-wife mentors of youths

## Training and Equipping Family Champions

50 hours

of leadership development for the *FamChamps Council*, which includes coaching and fireside chats with industry leaders.

The *FamChamps Council* designed an action project, *Makan Already, Anot?* to bring youths and families closer through intentional meals. Their project idea received a grant as a finalist at the *Singapore Design Awards 2025*.



20 young leaders

participated in *Family Future Makers*, a series of workshops to gain practical skills and shape cultural narratives on family issues.



"Learning more about family of origin and how it impacts us - gave me clarity on what I am affected by, so I can be aware of what not to repeat for the next generation."

- Natalie Lee, 23-year-old participant of *Family Future Makers*



62 mentors

benefited from *Mentor Experience*, which includes skills training, peer learning and updates on social issues.

Join hands with us to impact more families



# Strengthening Our Stakes

Through the generosity of many family champions, we raised

## \$2,393,473

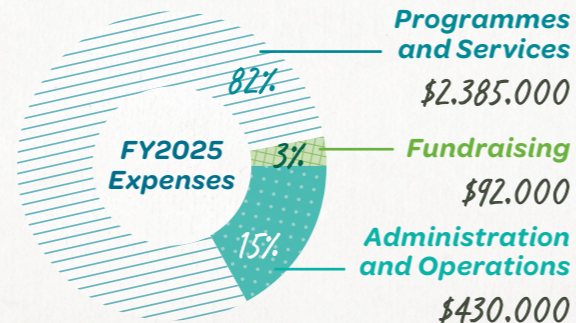
in Financial Year 2025

## 1,023

donors

## 2,764

donations



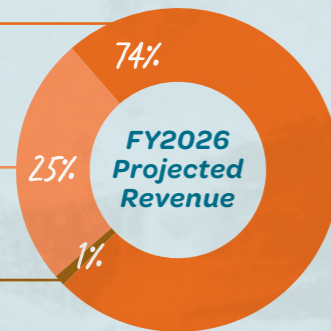
For every dollar donated, 82 cents supports Programmes and Services, 15 cents goes towards Operations, and 3 cents contributes to our fundraising efforts.

## Financial Year 2026

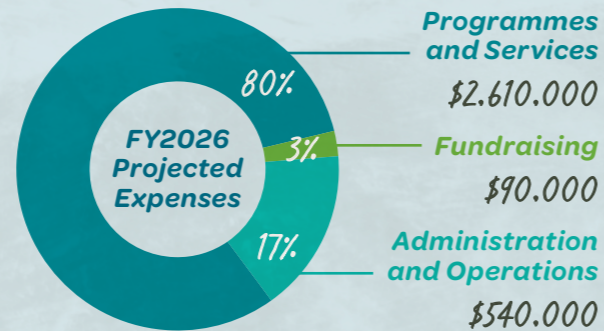
Donations  
\$2,400,000

Grants & Programmes  
\$824,000

Interest  
\$47,000



We need to raise **\$2,400,000** to meet our projected expenditure of \$3.24 million.



"When I see new or growing programmes, I know my giving—alongside others—helps make it possible, and I'm thankful to be part of this journey to equip and empower families in their journeys."

- Dr Yvonne Kong-Ho, monthly donor

Enable our mission to go further, start your monthly gift today.



## Creating Change with Community

Building to last for generations requires synergy across all segments of society. We are ever grateful for the trust and commitment of likeminded organisations, partners and individuals.

124 golfers joined our Guest of Honour, Mr Seah Kian Peng, at Drive to Help Families Thrive, raising over \$200,000.



With the support of 740 individuals, we raised close to \$700,000 at Partnership Dinner 2025, made possible by the generous support of OUE for underwriting the full cost of the banquet.

In the past year, \$82,760 was raised through crowdfunding efforts, among which were:

Our passionate youth interns spearheaded Weaves of Blessings and raised \$10,762 with lovingly handcrafted crochet items.



In celebration of their 10<sup>th</sup> anniversary, Summit Planners conducted a crowdfunding campaign that raised \$38,888.



"As a financial services firm, we help people pursue their dreams. This collaboration with Focus Singapore is our way of celebrating purpose, impact, and a shared vision for a stronger future."

- Ms Lim Shiyun, Assistant VP at Summit Planners, a cluster of Manulife Financial Advisers

Recipient of





# Build to Last

*“Build to Last: For Generations reminds us of the enduring strength of family bonds and the importance of nurturing them across generations. By investing in our families today, we are laying the groundwork for a stronger, more resilient Singapore tomorrow.”*

*- Minister Desmond Lee, Guest of Honour at Partnership Dinner 2025*

**We champion a Singapore Made for Families where the quality of family relationships brings stability and builds resilience, and the next generation take their place to safeguard family foundations.**



*“As a participant at FamChamps Camp in 2014, I learnt about maintaining strong family bonds in my family as a son, and grounding my future family with values as a husband and father. 10 years on, I hold firm to my beliefs and desire to influence those around me as a proponent of family values in my various capacities.”*

*- Noah Phan, FamChamps (2014 intake) and member of the FamChamps Council*



*“Witnessing parents and children reconnect reminded me that family is foundational to our communities. In a world where marriage is often viewed as optional and children a burden, Focus boldly demonstrates that family is still worth fighting for.”*

*- Rachel Tan, youth intern turned volunteer*

# Environmental, Social, and Governance Commitment

**Environmental, Social, and Governance (ESG) principles are integrated into our operations and activities, reflecting our commitment to sustainability, social responsibility and governance excellence.**

## Environmental Stewardship

- **Clean Energy for Events**  
We deployed GoRental Portable Clean Power batteries at major events like Drive to Help Families Thrive Charity Golf and FAM JAM Fest, reducing reliance on traditional generators and supporting reusable energy solutions.
- **Festive Recycling Initiative**  
Over 200 used red packets were collected and donated to The Development Bank of Singapore (DBS) recycling points during Lunar New Year, promoting circular economy practices and sustainable celebrations.
- **Spring Cleaning for Sustainability**  
Our annual spring cleaning embraced the principles of Reuse, Reduce and Recycle, through responsible decluttering and donations. A digital clean-up complemented physical efforts, reducing data clutter and energy consumption, optimising efficiency, and cultivating a culture of conscious consumption.

## Social Responsibility

- **Inclusive Community Engagement**  
We organised a SG60 National Day Celebration in partnership with Down Syndrome Association, bringing joy to 40 learners and 20 trainers through games, crafts and dance.
- **Uplifting Families in Need**  
Through collaborations with Social Service Office, Safe Place and Lakeside Family Services, 55 beneficiary families enjoyed meaningful experiences at FAM JAM Fest, fostering conversations and connection.



- **Employee Well-being**



***bizSAFE Level 4 Certification***

Demonstrates proactive risk management and workplace safety.



***Great Companies for Dads 2025 – Gold Award***

Recognises family-friendly policies and flexible work arrangements to encourage active fatherhood.



***Tripartite Alliance Award – Work-Life Excellence***

Highlights our commitment to employee well-being, and our focus on building a resilient, engaged workforce.



***Tripartite Standard – Age-Friendly Workplace***

Promotes diversity and inclusion across generations.



***Finalist for Mentoring SG Corporate Excellence Award***

Affirms our dedication to nurturing talent through structured mentorship programmes.

**Charity Governance**

- **Diverse and Skilled Leadership**

Our Board comprises experienced professionals across industries, with both male and female members (36% women), and a spread of age and expertise, ensuring robust oversight and strategic guidance.

- **Transparency and Accountability**

We adhere to the Charity Council’s Code of Governance, reinforcing responsible practices and public trust through clear policies and disclosures.

**Corporate Information**

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 the Accounting and Corporate Regulatory Authority (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 three years until 31 March 2028), all donations made to Focus on the Family Singapore can qualify for 250% tax deduction. We organise fundraising events such as 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 2025, our fundraising efficiency ratio was 6%, i.e. we spent only 6 cents to raise each dollar.

**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 as a Charity on 5 June 2002**

**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 FY2025

Receipts	%	Total (\$)	Unrestricted Funds	Restricted Funds
Donations	81.0%	2,393,473	2,393,473	-
Programmes & Services	11.0%	312,308	312,308	-
IMDA-Digital for Life	1.0%	31,536	-	31,536
Other Grants and Subsidies	4.0%	102,860	95,898	6,962
Interest Income	3.0%	92,590	92,590	-
<b>Total</b>	<b>100%</b>	<b>2,932,767</b>	<b>2,894,269</b>	<b>38,498</b>
<b>Expenditure</b>				
Cost of Generating Funds	3.0%	95,170	95,170	-
Charitable Activities Expenditure	96.0%	2,793,833	2,672,182	121,651
Governance Costs	1.0%	17,775	12,720	5,055
<b>Total</b>	<b>100%</b>	<b>2,906,778</b>	<b>2,780,072</b>	<b>126,706</b>
<b>Net Surplus/(Deficit)</b>		<b>25,989</b>	<b>114,197</b>	<b>(88,208)</b>

## Financial Report for FY2025

Balance Sheet	Total (\$)
Fixed Assets	7,596
Cash & Cash Equivalents	2,979,120
Receivables	107,987
Payables	(232,927)
<b>Net Assets</b>	<b>2,861,776</b>
Unrestricted Funds	2,594,213
Restricted Funds	267,563
<b>Total Funds</b>	<b>2,861,776</b>

Charitable Activities Expenses	%
Programme Costs	82%
Administrative Costs	4%
Operating Expenses	14%

## Top 3 Salary Bands (Total staff at 30 Sep 2025: 31)

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

All figures are based on audited accounts for Financial Year 2025 (October 2024 to September 2025). 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 2025 and of the financial activities, changes in funds and cash flows of the Company for the financial year ended on that date.

## Organisation Structure



### Awards Recipient of

- Great Companies for Dads Awards 2023, 2025
- Work-Life Excellence Award 2010, 2012, 2014, 2018, 2021, 2023, 2025
- Charity Transparency Awards 2022, 2023, 2024
- Digital for Life Catalyst 2024
- 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 and staff 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 staff and Board Directors are required to declare any potential COI and abstain from decision making when such situations arise.

## Whistle Blowing Policy

Focus on the Family 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 on the Family Singapore respects and honours our donors, partners, volunteers and clients, and their right to have their privacy protected. Focus Singapore is committed to complying with the Personal Data Protection Act passed by the Singapore Government. 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. Donor's name and other details will not be published in any corporate collaterals or public publications unless there is an 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.

To facilitate an annual Board Performance evaluation, our Board uses the Centre for Non-Profit Leadership (CNPL) BoardPulse2.0 Assessment Tool by National Volunteer and Philanthropy Centre in alignment with a national Charity Board Performance Framework. The results are collated, analysed and reported back to the Board for discussion and follow-up action.

The Executive Management conducts philosophy and brand training prior to each board meeting and highlights relevant trainings throughout the year to Board Directors.

To place greater emphasis on governance and its advisory role in long-term strategy, the Board Committees have been reorganised, effective 11 February 2025:

- Nomination and Human Resource Committee
- Audit, Risk and Compliance Committee
- Finance and Fundraising Committee
- Strategic Communications Committee

These Board Committees comprise board members and other professionals who render their services on a voluntary basis and are not remunerated. Reports and minutes of Board Committee meetings are provided to the Board regularly. The specific functions and responsibilities of the Board Committees are documented in official terms of reference.

- The Nomination and Human Resource 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 committee advice on succession planning, the performance and remuneration for key staff and adherence to workplace policies.

<b>Chairperson</b>	Mr Soon Sze Meng
<b>Board Members</b>	Mr Andrew Kwan Mr Choe Peng Sum Ms Jessica Bin Mr Paul Yuen
<b>Member</b>	Mr Lee Wee Min

## Board of Directors

- The Audit, Risk and Compliance Committee supports the Board in risk management, internal controls, external audit, compliance of Code of Governance and ensures efficient and effective use of resources.

<b>Chairperson</b>	Mr Andy Tan
<b>Board Members</b>	Ms Beh Siew Kim Mr Paul Yuen
<b>Member</b>	Mr Soh Gim Teik

- The Strategic Communications Committee provides guidance on public relations and communications to build corporate identity and brand salience.

<b>Chairperson</b>	Ms Inez Fun
<b>Board Members</b>	Dr Jacqueline Chung
<b>Member</b>	Mr Goh Chee Kong

- The Finance and Fundraising Committee oversees financial policies, provides guidance to management in annual budgeting and ensures accountability for funds. The committee is diligent in ensuring long-term financial sustainability and wise stewardship through strategic fundraising activities.

<b>Chairperson</b>	Mr Bernard Ng
<b>Board Members</b>	Ms Beh Siew Kim Mr Jonathan Cho Ms Inez Fun
<b>Members</b>	Mr Alfred Ong Ms Chng Chet Siew Mr Jeffrey Goh Mr John Ong

The maximum term limit for the position of the Finance & Fundraising Committee Chair is 4 years.

## Board of Directors FY2025

(Oct 2024 to Sep 2025)

Board Member	Date of Appointment	Appointment		Occupation	Attendance
		Prior	Current		
Mr Andrew Kwan	23 Oct 2017		Director	Executive Chairman, Commonwealth Capital Group	• • •
	31 Jan 2019 - 10 Feb 2025	Partnership & Fundraising Committee Chair			
	5 April 2021 - 8 Oct 2024	Vice-Chairman			
	Since 9 Oct 2024		Co-Chairman		
Mr Choe Peng Sum	29 Aug 2019		Director	Chief Executive Officer, Pan Pacific Hotels Group	• •
	27 Apr 2021 - 10 Feb 2025	Human Resource & Remuneration Committee Chair			
	5 Apr 2021 - 8 Oct 2024	Vice-Chairman			
	Since 9 Oct 2024		Co-Chairman		
Mr Andy Tan	30 Jan 2020		Director	Chief Executive Officer, Tenacity Group	• • •
	18 Jul 2024 - 10 Feb 2025	Appointment & Nomination Committee Chair			
	31 May 2022 - 10 Feb 2025	Audit & Risk Committee Chair			
	11 Feb 2025		Audit, Risk & Compliance Committee Chair		
Ms Beh Siew Kim	25 Feb 2022		Director	Chief Financial & Sustainability Officer, Lodging, CapitaLand Investment	• • •
Mr Bernard Ng	21 Jan 2021		Director	Director, KC Group Pte Ltd	• • • •
	23 Jul 2022 - 10 Feb 2025	Finance Committee Chair			
	11 Feb 2025		Finance & Fundraising Committee Chair		
Ms Inez Fun	10 May 2022		Director	Global Digital Director, Beauty & Well-Being, Unilever	• • •
	1 Jul 2024 - 10 Feb 2025	Corporate Communications Committee Chair			
	11 Feb 2025		Strategic Communications Committee Chair		
Dr Jacqueline Chung	6 May 2025		Director	Adjunct Lecturer, National Institute of Early Childhood Development; and Associate Faculty, Singapore University of Social Sciences (SUSS)	• •
Ms Jessica Bin	6 Mar 2018		Director	Deputy Director, Enterprise Singapore	• • • •
	30 Aug 2019 - 10 Feb 2025	Programmes Committee Chair			
Mr Jonathan Cho	6 May 2025		Director	Senior Legal Counsel, NUHS	•
Mr Paul Yuen	25 Feb 2022		Director	General Counsel, Monetary Authority of Singapore	• • • •
Mr Soon Sze Meng	10 May 2022		Director	Chief Executive Officer, GoNetZero	• • • •
	11 Feb 2025		Nomination & Human Resource Committee Chair		
Ms Ruth Wan En Runn	3 Aug 2021	Director		Publisher, World Scientific Publishing	
	Resigned 26 Feb 2025		Former Director		
Mr Tony Soh	3 Nov 2014			Chief Executive Officer, National Volunteer & Philanthropy Centre	
	12 Mar 2015 - 26 Apr 2021	HR & Remuneration Committee Chair			
	11 Aug 2016 - 29 Aug 2019	Programmes Committee Chair			
	27 Oct 2016 - 5 Apr 2021	Appointment & Nomination Committee Chair			
	5 Apr 2021 - 8 Oct 2024	Board Chairman			
	Resigned 8 Oct 2024		Former Chairman		

• Denotes board meeting attendance. There were four board meetings in the Financial Year 2025.

# Governance Evaluation Checklist

For the period 1 October 2024 - 30 September 2025

S/N	Code Guidelines	Code ID	Did the charity put this principle into action?
<i>Principle 1: The charity serves its mission and achieves its objectives.</i>			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
<i>Principle 2: The charity has an effective Board and Management.</i>			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re appointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes

\* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.

11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.	2.9d	Yes
<i>Principle 3: The charity acts responsibly, fairly and with integrity.</i>			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

**Principle 4: The charity is well-managed and plans for the future.**

21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer Management*; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes

**Principle 5: The charity is accountable and transparent.**

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes

30	The charity should disclose the following in its annual report a. Number of Board meetings in the year; and b. Each Board member's attendance	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes

**Principle 6: The charity communicates actively to instil public confidence.**

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

