



**Children's  
Cancer  
Foundation**

# Whale of A Time



ANNUAL REPORT **2021**

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## Whale of A Time

*Much beauty is hidden beneath huge waves in the sea. When one is brave enough to conquer big surfs and strong currents, a new and happy adventure awaits!*

When someone says that they are having a 'whale of a time', it means they are enjoying themselves very much. At CCF, we love what we do for our beneficiaries. Despite ongoing pandemic challenges for a second consecutive year, we found creative ways together with our beneficiaries to embrace life and have a good time.

**Children's Cancer Foundation (CCF)** was founded as a Society on 9 November 1992 and incorporated in Singapore on 14 October 2019 as a Public Company Limited by Guarantee under the Companies Act 1967. The company is also registered as a charity under Charities Act 1994, and an approved Institution of a Public Character from 21 February 2020 to 4 May 2022.

**UEN**  
201934434R

**Registered Address**  
535 Kallang Bahru #02-01 GB Point  
Singapore 416729

**Auditor**  
RSM Chio Lim LLP

**Bankers**  
United Overseas Bank

**Manpower**  
76 staff



# About Children's Cancer Foundation

Founded in 1992, Children's Cancer Foundation (CCF) is a social service agency that provides children with cancer and their families the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 3,500 children and their families at different stages of the illness and recovery.

## VISION

To become a leading provider of resources and psychosocial services to children and their families impacted by cancer.

## MISSION

To improve the quality of life of children with cancer and their families and children impacted by cancer through enhancing their emotional, social and medical well-being.

## CORE VALUES

### Compassion.

We serve with concern, kindness and empathy.

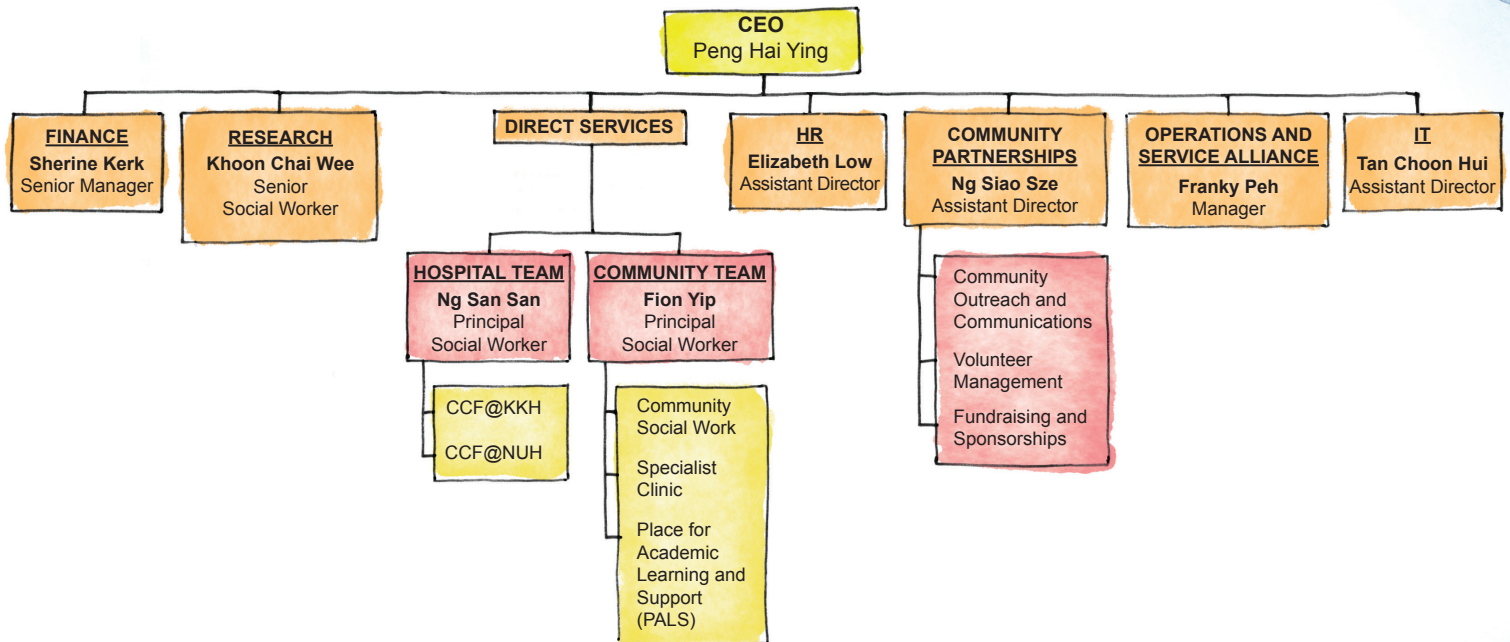
### Integrity.

We do the right things the right way.

### Excellence.

We do good well by excelling in all that we do.

## ORGANISATION CHART



## CHIEF EXECUTIVE OFFICER

### Ms Peng Hai Ying

Joined on 4 June 2020

Hai Ying has helmed CCF since 2020, guiding the organisation through the COVID crisis as she enhanced the Direct Services delivery model to address our beneficiaries' biological, social and psychological needs holistically. She also re-organised the teams around the needs of both child and family to form a seamless family-centric experience for them.

Prior to CCF, Hai Ying was the Executive Director at SUN-DAC where she successfully pioneered programmes to achieve real inclusion and a 'wall-less' concept of service delivery for the Person with Disability (PwD) community.

She is passionate in journeying with leaders to facilitate transformation and accelerate individual development. Certified in social work and executive coaching, Hai Ying specialised in family violence, addictions work as well as family therapy. Her portfolio includes working as a Child Protection Officer, Senior Social Worker and Executive Director/Chief Executive Officer at various organisations including Family Service Centres, Disability Homes and those serving children in need.

## CCF MODEL OF CARE

### CCF SERVICE MODEL

CCF offers a spectrum of critical services to our beneficiaries through our hospital-community service model. It is aligned to their continuum of needs throughout their childhood cancer journey.

#### In the Hospitals

From the point of their childhood cancer diagnosis, CCF helps children and their families cope with the hospital experiences that range from difficult treatment procedures and side-effects to long stays and repeated visits.

Our social workers and child life therapists are sited in KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH) to work in partnership with the medical teams in the paediatric oncology wards.

Should a child be at the end stage of his/her life, CCF also provides palliative and bereavement support to improve the quality of life of the child and his/her affected family.

#### In the Community

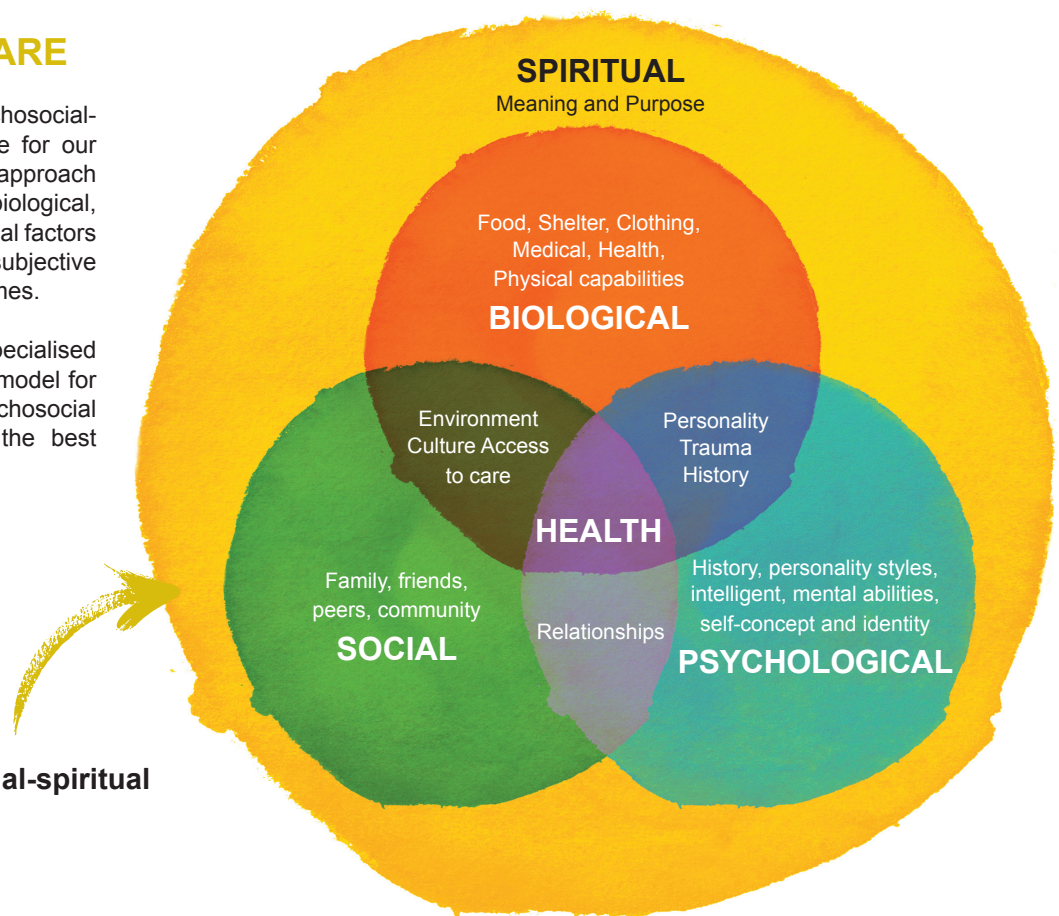
With more children surviving childhood cancer, CCF provides continual care to help our survivors reintegrate into their community and lead fulfilling lives. These include supporting younger children in joining or transitioning back to mainstream schools as well as youth survivors with long-term side-effects due to the treatment of cancer.

We also serve children affected by immediate family members diagnosed with cancer.

### CCF MODEL OF CARE

CCF adopts the biopsychosocial-spiritual (BPSS) model of care for our beneficiaries. This holistic approach takes into account the unique biological, psychological, social and spiritual factors that affect each individual's subjective experiences and clinical outcomes.

Our social workers conduct specialised assessments using the BPSS model for clients to tailor a suitable psychosocial treatment plan and achieve the best possible outcomes.



**Biopsychosocial-spiritual (BPSS) Model**



# Patron's Message

There is little in life more precious than the carefree innocence of childhood and the hopeful assurance of youth.

These are at stake when cancer is diagnosed at a young age. Thankfully, with medical advancements, many forms of childhood cancers are now curable. But still, the journey to recovery can be arduous and lonely. The psychological impact of dealing with a life-threatening illness for both child and parent is deep.

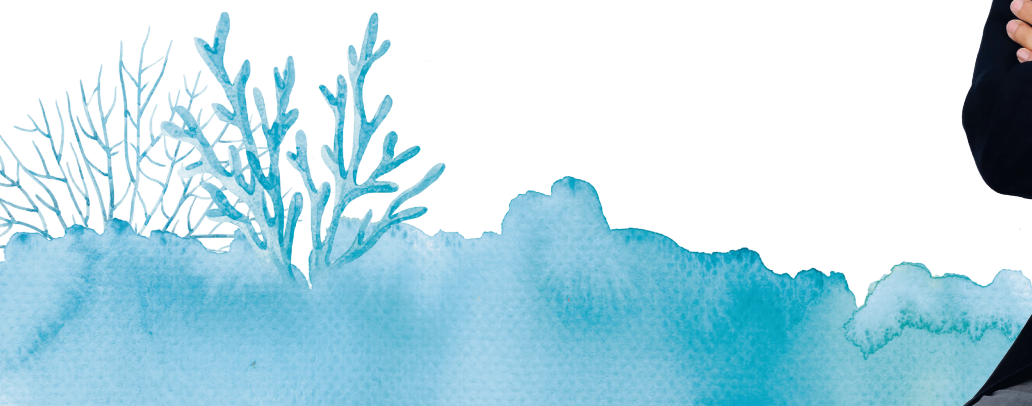
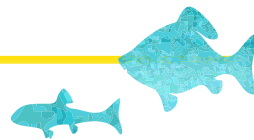
CCF comes alongside these dear ones to cushion the hard blow of childhood cancer, preventing acute and prolonged stress from developing into trauma. Most importantly, the child and family-centric work of its multi-disciplinary team helps not only in enhancing CCF beneficiaries' quality of life but also their hope of a promising future.

For many years now, CCF has been a committed long-term partner to its beneficiaries' doctors and nurses to tend holistically to the body, mind and spirit. As patron and advocate for CCF, I am happy to be part of the steadfast community of partners, donors, sponsors and volunteers who support CCF's needful and good work and the childhood cancer cause.

**A/Prof Ho Peng Kee**  
CCF Patron



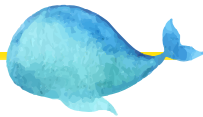
**There is little in life more precious than the carefree innocence of childhood and the hopeful assurance of youth. ”**



# Chairman's Message



**We developed a  
“new normal”...  
We continued  
to evolve our  
programmes and  
services in tandem  
with changing  
circumstances and  
expanded continuum  
of needs.”**



It has been two years since the outbreak of COVID-19 in early 2020. Since then, we addressed the many challenges that impacted our activities. We pivoted on some of these activities, developing a hybrid of in-person and online delivery of our holistic range of psychosocial services. We worked at engaging our partners and supporters differently, thereby ensuring the continuity of support for all our beneficiaries.

We developed a “new normal”. This enabled us to cushion the cumulative impact of the pandemic on families already coping with the enormous stress of caring for a child with cancer. We continued to evolve our programmes and services in tandem with such families’ changing circumstances and expanded continuum of needs.

During 2021, CCF enhanced our Direct Services delivery model to address holistically the needs of our beneficiaries. These needs were not just the physical pain wrought by cancer. There were other needs - biological, social and psychological - that required our interventions in partnership with the medical community. We collaborated closely with our medical partners.

We are mindful that survivorship is not about the end of active medical treatment. Over the years, we progressively added new therapeutic and aftercare services. We are currently developing a suite of enhanced rehabilitation and survivorship services to support children and youths in the post-treatment and recovery phase of their cancer journey.

CCF does not take the support from the community for granted. As much as our services are provided in the hospitals, we believe we can do more in an appropriate environment to re-integrate our beneficiaries. To build on this, we moved our community office to GB Point at Geylang Bahru on 26 March 2021. This is part of CCF’s long-term strategic plan to establish a one-stop holistic centre for patient care and knowledge sharing.

Evolving our services, collaborating with our medical partners, survivorship and situating our services within the community in the heartlands – these were made possible with the generous support of our partners, donors, sponsors, volunteers, and the work and dedication of our staff.

On behalf of the CCF Board, our thanks to all involved in getting CCF to where it is now and growing to what we want to be.

**Ho Cheng Huat**  
CCF Chairman





# Our Impact

Bob is a survivor of cancer and has braved many injections given to him almost daily in the past! Painful treatments did not take away his kind heart as he continues to invite his friends to hitch a ride and swim along with him.

After treatment, Bob tried bowling for the first time at a CCF event. Since then, he fell in love with the sport. It taught him that in order to strike, he needed to strategise on where and when to release the ball.

Having regained his strength, Bob continues to practise with friends. Bob also dreams of getting into a secondary school with bowling as a co-curricular activity.

Swim on and continue to aim, strike or not, you gave it your best shot!

by **Joshua Koh I Kit**, 14 years old

Hello! I am  
**BOB**  
**THE BOWLER**  
**WHALE**





# Numbers at a Glance

The work of CCF is all about supporting children with cancer and their families on the childhood cancer journey.

## Here's what went on for us in 2021...

We impacted **608 children** with cancer and their families through delivery of our core services:

**2559** Counselling and  
**9805** Casework sessions  
**5674** Play sessions



**184** Financial Applications  
supporting **88** families



We also saw a total of **136 new cases** being referred to us for support in Singapore.

To help our children cope with the difficult hospital experiences, we have social work teams sited at **CCF@KKH** and **CCF@NUH** who provided:

**2934**  
Child Life  
sessions



**1830**  
Supervised play  
sessions

**25**  
Enrichment and  
Entertainment  
Activities

**667**  
Bedside play  
sessions

**47**  
Festive and Birthday  
Celebrations

**3254**  
Loan of  
Resources



Our **Specialist Clinic** programme featuring creative interventions helped to aid them in expressing their emotions, feelings and thoughts:

**Play Therapy**  
**14** sessions

**Art Therapy**  
**398** sessions



**Animal-Assisted Therapy**  
**61** sessions

Their caregivers were not forgotten too. CCF has **32 caregivers** registered under our **Parent Buddy** programme who show them they are not alone.



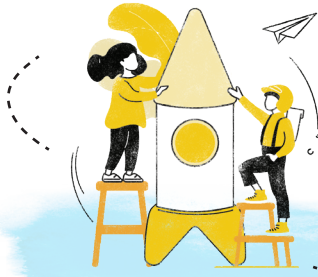
Parents also benefited from:

**19** Time for a Caring Chat sessions  
attended by **124** participants



**8** Parent Craft sessions  
attended by **59** participants





Not forgetting **51** of our **Very Important Brothers and Sisters (VIBS)** as well. Some of them had lots of fun at:

**Siblings' Day**  
**22**  
participants

**SibsConnect Day**  
**39**  
participants

**Art Amigos**  
**6**  
participants

**VIBS Got Mail**  
**4**  
participants

Many of CCF children complete their treatments and continue to lead fulfilling lives. As part of our Back to School programme, some of them attend CCF's interim learning centre, **Place for Academic Learning and Support (PALS)**. There were:



**41** students between N1 and Secondary 4

**26** students transited to mainstream school

**57** Education Awards recipients

Total value of Awards **\$34,000**

CCF continues to be there for them even in their lives after cancer through our **Survivorship Programmes**:

**Survivorship Clinic**  
**84**  
survivors

**Youth Connect**  
**118**  
survivors

**Survivors' Service Learning Project**  
**18**  
survivors

**Survivors' Day**  
**92**  
participants



For children with poor prognosis or bereaved parents, **Palliative and Bereavement Support** were provided for them.

**Remembered forevermore**  
**20**  
children and youths

**Wishlink**  
**8**  
projects

**Love Continues (Open Support Group)**  
**5**  
sessions

As an independent social service agency, our work is only possible with the support of the community. With grateful hearts and appreciation, our **Donations** from fundraising initiatives totalled **\$10,886,703.49** for the year 2021:



**Fundraising Events**  
**\$802,155.60**



**Hair for Hope**  
**\$3,692,133.36**



**The Hope Train**  
**\$165,662.41**



**Programme Sponsorship**  
**\$1,568,273.50**



**Will and Hope Giving**  
**\$741,277.00**



**Outright Donations**  
**\$3,694,094.77**



**Legacy Gifts**  
**\$223,106.85**

We are also thankful for our volunteers who gift their time and skills which helps us to defray costs:

**283**  
volunteers deployed

**45**  
regular volunteers

**20**  
new volunteers recruited

**39**  
corporate and community partners engaged

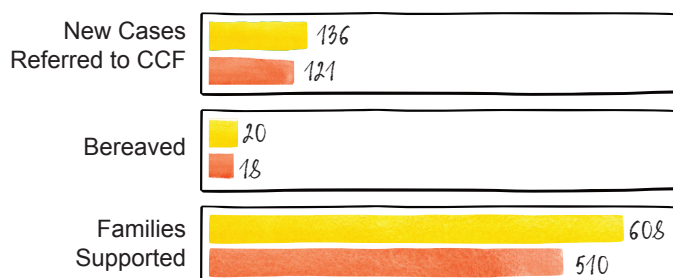


**Thank you for being on this journey with us and we hope to have your continuous support in 2022.**

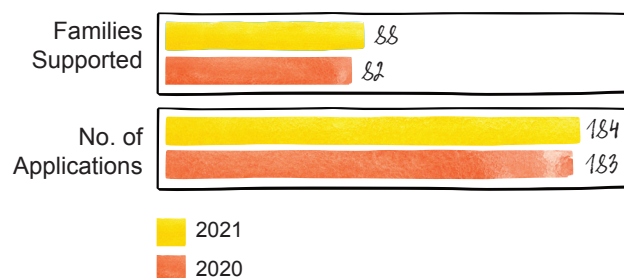
# Year In Review: Demand for CCF Services

The number of families we supported in 2021 rose in tandem with the increase in the number of newly diagnosed children referred to us. With the continued impact of COVID-19 on the economy and the rise in medical expenses from new treatment options, CCF also received more applications for financial assistance.

## Increase in no. of childhood cancer and bereavement cases, and families supported

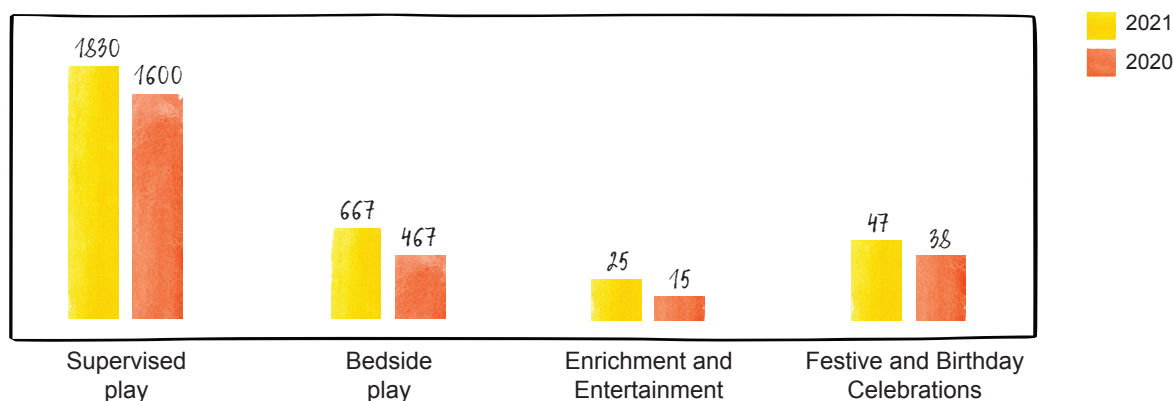


## Financial Assistance: Increase in no. of applications and families support

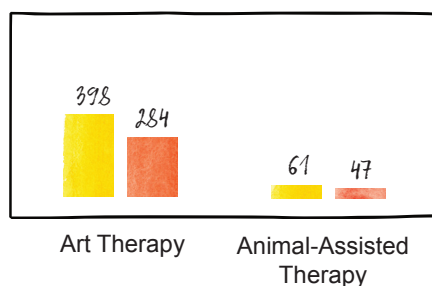


The cumulative effect of the pandemic on children and families dealing with childhood cancer was evident in their heightened levels of anxieties. There was a surge of demand for psychosocial interventions from 2020 to 2021.

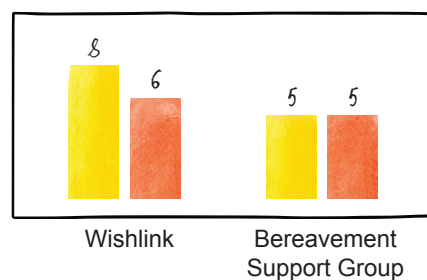
## Demand for Hospital Services



## Demand for Specialist Clinic Sessions



## Palliative and Bereavement Support



Across the board, CCF saw an increase in the demand for our direct services, hospital programmes, creative interventions and Wishlink programme.



# CCF in Action

Little **Wafiy** is a happy three-year-old boy who lives with his parents and three elder brothers. His father is the sole breadwinner of the family and works as a building technician to support the family while his mother cares for him and his siblings at home.

All was well till one fateful day in April. Wafiy was diagnosed with Acute Lymphoblastic Leukaemia. Wafiy's parents were devastated when they heard the news. They did not understand how Wafiy could have Leukaemia as there was no family history of cancer! They were also worried that he may not survive the ordeal.

To help them cope with their distress, a CCF social worker stepped in to provide **counselling and support** to Wafiy's parents. CCF also matched them with a volunteer **caregiver buddy** so they could hear first-hand the experiences of other caregivers who went through similar situations.

For Wafiy, it was difficult for him to understand why he had to be at the hospital and to go through the treatments. A **CCF Childlife worker** helped Wafiy cope with his medical procedures such as finger pricks and injections through lots of **medical and distraction play**. Since then, Wafiy has been mentally prepared and coping well with his medical procedures.

Wafiy's medical bills were steadily increasing with treatment and frequent hospitalisation. Coupled with additional expenses from lifestyle changes to cope with Wafiy's condition, the family could barely make ends meet. The care of three other siblings also became a concern as Wafiy's mother had to be with him whenever he was hospitalised.

CCF provided **Financial Assistance** such as monthly food and transport vouchers to help Wafiy's family cope with some of their day-to-day expenses. Our social worker also **referred his siblings to a students' care centre** so that they could receive better after-school care and homework supervision while their mother cared for their youngest brother.

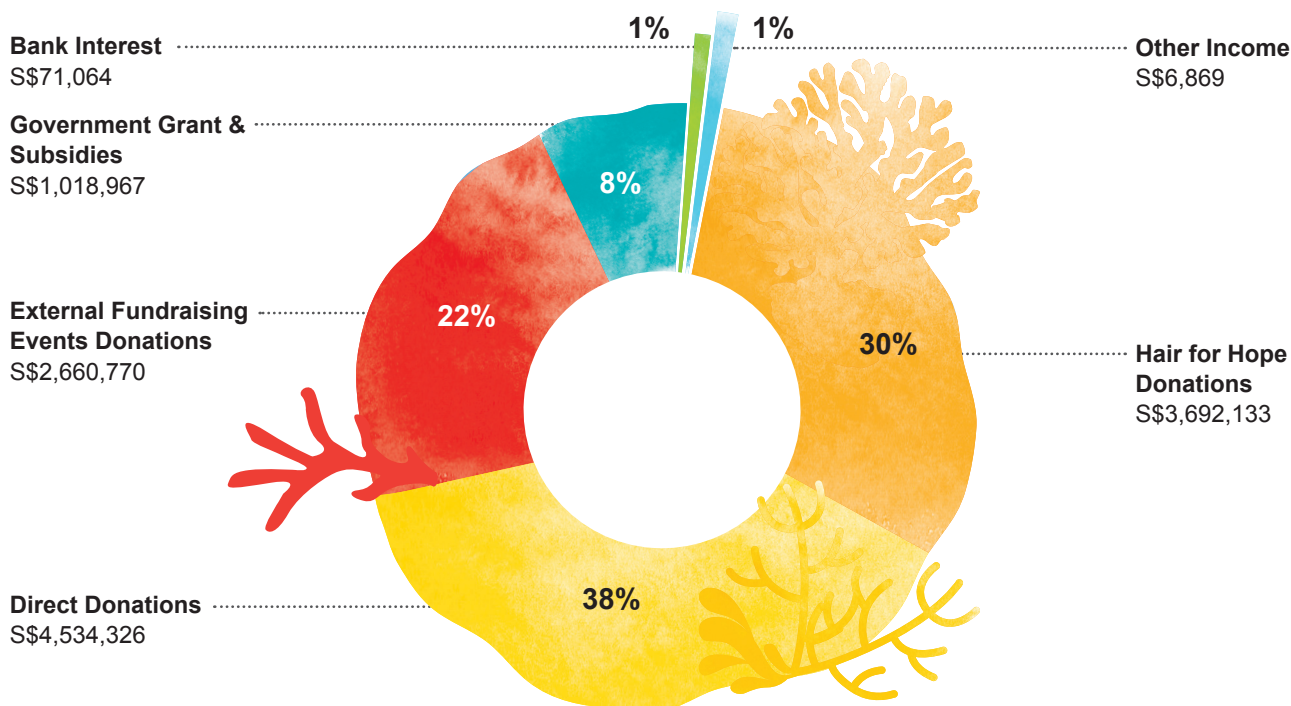
Currently, Wafiy has completed all his intensive treatments. He is still undergoing outpatient chemotherapy as part of maintenance of his condition but is doing well. Wafiy's caregivers intend to enrol him into CCF PALS in May 2022 so their little one can have some fun with peers his age.



# Year In Review: Financials

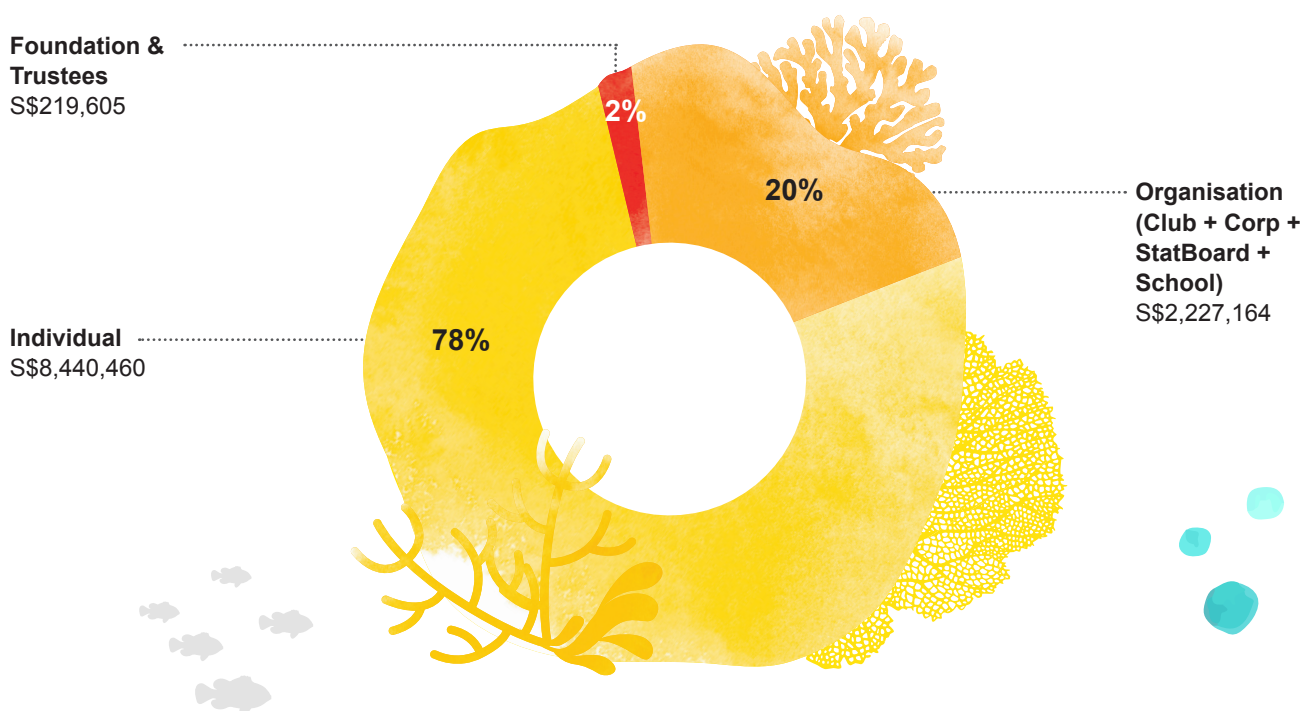
Breakdown of Total Income:

**S\$11,984,129**



Breakdown of Donation by Sector:

**S\$10,887,229**





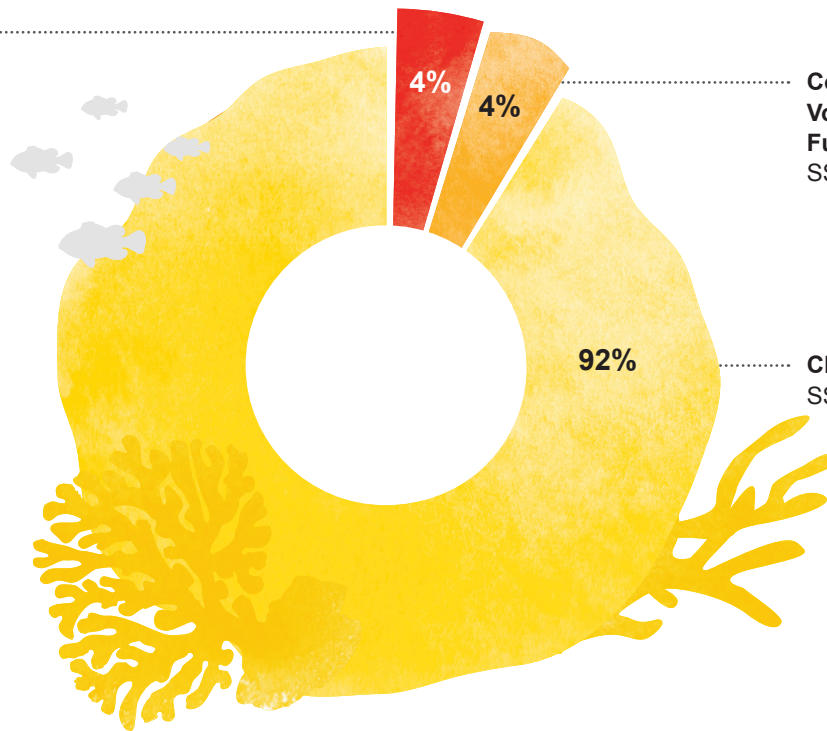
### Breakdown of Total Expenses:

**S\$9,762,844**

**Operating and  
Administration  
Expenses**  
S\$427,043

**Cost of Generating  
Voluntary Income and  
Fundraising Expenses**  
S\$376,111

**Charitable Expenses**  
S\$8,959,690



### Breakdown of Charitable Expenses:

**S\$8,959,690**

**Medical Research & Education**  
S\$1,241,223

**Specialist Clinic**  
S\$532,977

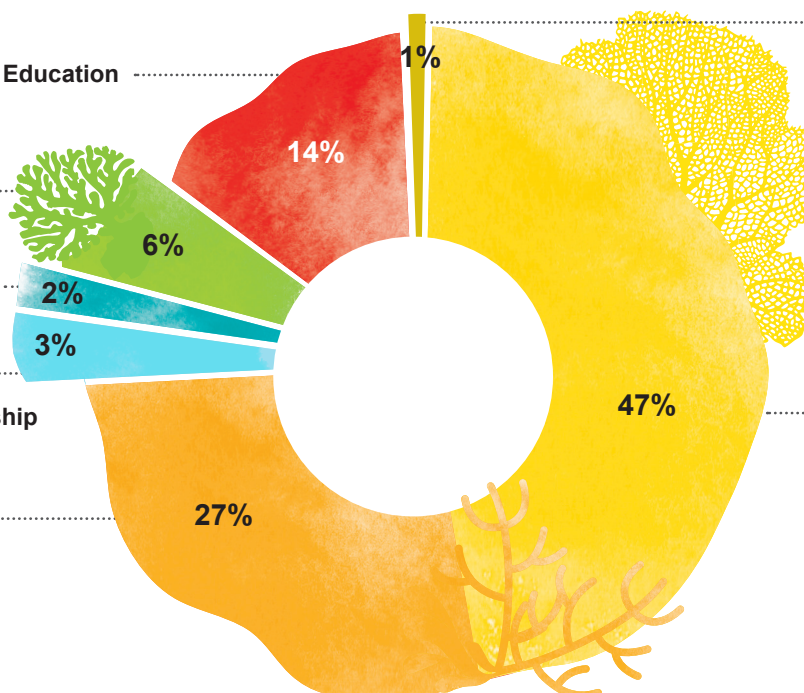
**Practice Research &  
Capability Building**  
S\$173,124

**Community Partnership**  
S\$303,465

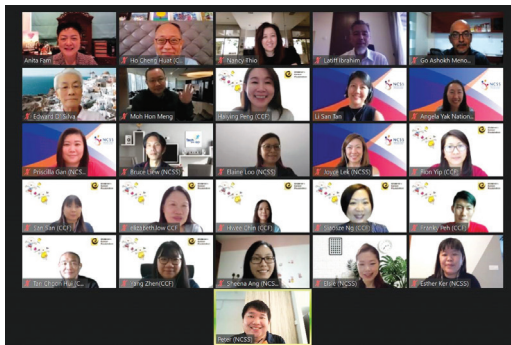
**Community  
Social Work Team**  
S\$2,396,497

**Strategic Support  
(Others)**  
S\$100,000

**Hospital Service**  
S\$4,212,404



# Highlights of 2021



## Virtual Visit by NCSS

CCF hosted a virtual visit by National Council of Social Service (NCSS) President Ms Anita Fam, and its board and management on 26 January.

Conversations during the session centred on the fast and hard pivots the organisation made when COVID-19 struck. From operations to fundraising, CCF was steadfast in ensuring our beneficiaries' had continued access to all programmes and services.

***"Kudos to CCF Chairman Ho Cheng Huat and the Board who together with their CEO Peng Hai Ying and the CCF team weathered the storm and came out even stronger for it. The children and their families whom they serve are deeply blessed."***

– Ms Anita Fam, President of NCSS



## International Childhood Cancer Day (ICCD)

ICCD is commemorated annually on 15 February. In the fourth edition of CCF's #myGOLDpledge awareness campaign, we developed our first gold ribbon AR filter to engage the online community on Instagram and Facebook. CCF partnered with 17 organisations and five informal groups in the week leading up to ICCD to wear gold ribbons to show solidarity for children with cancer.



## Q1



## Art Amigos

First introduced in 2020 in response to the pandemic, Art Amigos gained popularity in connecting siblings of children with cancer.

This initiative held its second successful run in March, allowing more siblings to form friendships remotely through art exchanges and ease their feelings of isolation.



# Q2



CCF beneficiary  
Zhi Qi with Muffy

## New Recruit for Animal-Assisted Therapy (AAT)

We officially recruited Muffy the pug into our AAT programme. AAT is a therapeutic intervention that incorporates animals in goal-oriented treatment plans to improve psychosocial outcomes.

Muffy was volunteering as a 'covering officer' for other furry friends before she was 'confirmed' a full-time CCF team member. She has brought much joy and assurance to our children and youths.

17-year-old CCF survivor of Lymphoid Leukaemia, Zhi Qi, had an epilepsy attack and stopped speaking after the incident. She was referred for Art Therapy and her initial works presented a range of both disordered and controlled scribbles. She was also observed to develop trust towards animals.

Our CCF Art Therapist decided to collaborate with Muffy to help Zhi Qi build connection and trust. Despite her initial fear and apprehension, Zhi Qi eventually presented more emotional responses and curiosity towards Muffy. When words fail, Zhi Qi speaks through her art. On bad days when Zhi Qi feels like 'shutting down', Muffy stimulates her contact with reality and shares her moments with her.

***I want to say that Muffy has helped Zhiqi and I so much. Zhiqi never dared to touch Muffy until now. Every time we think of Muffy, we feel better and our moods are better! Thank you Muffy so much for the help and love!"***

– Parent of CCF Beneficiary,  
Zhi Qi



## Hair for Hope

CCF's flagship fundraiser, Hair for Hope, returned in a brand new virtual format after a one-year hiatus. For the first time in its 18-year history, the campaign kicked-off via a livestream broadcast. Instead of a high profile physical event, shavees visited our partner salons to shave at a time of their convenience instead.

The collective efforts of 2,059 BALD statements helped CCF to raise more than \$3.6 million in donations.

***"I shaved to support my son's road to recovery, and I want him to know that we can all still look beautiful even without our hair."***

– Mdm Thangavelu Latha, CCF Caregiver

## Childhood Cancer Survivors' Day

To provide a platform for childhood cancer survivors to connect, celebrate their journey to recovery and share their experiences with each other, CCF organised its fourth run of Childhood Cancer Survivors' Day.

36 survivors joined the virtual session themed 'Celebration of Life: Gratitude'. They had fun as they expressed gratitude and appreciation to the community that had been there for them throughout their childhood cancer journey.

***"The moments I spend at CCF are like spots of sunshine in an otherwise long rainy day."*** – Ali, CCF survivor





# Q3



## Photovoice

Photovoice is a platform for youth survivors to express themselves through photography. Award-winning 'Singaporean Son' photographer, Mr Edwin Khoo and professional photographer Mr Jonathan Mohan conducted a three-part webinar for CCF this year.

12 beneficiaries participated and gained a deeper understanding on how photography could play a part in framing their minds to conquer all the 'C's in their lives – Cancer, COVID-19, Continuing with life after cancer and Coping with new norms.

***"A sunrise dawns on my walk as beautiful rays of sun captivated my eyes."*** – Trinity, CCF survivor



## Tapestries of Grief

CCF had the privilege to participate as a partner in the month-long festival 'Tapestries of Grief' organised by Grief Matters in September. Our social workers became the "Voices of the Bereaved Children" and presented on three key areas of bereavement namely how children could be impacted by loss, their needs and how they could be supported in the grieving process.

## Visit by Commissioner of Charities

The Commissioner of Charities Mr Desmond Chin made a personal visit to CCF at GB Point on 27 August. Due to the safety measures, he met a small selection of management and team members to understand the work CCF does, and how we handled operational and sustainability challenges due to COVID-19.

The successful pivots CCF made left a good impression as we were subsequently invited to share our experience at the Charities Council in the following year.

*Mr Desmond Chin with our art therapist who explained the use of calico dolls in helping children with cancer process their anxieties, and cope with hospital stays and medical procedures.*





## Childhood Cancer Awareness Month (CCAM)



### Light Up Gold, Light Up Hope

CCF led Singapore's participation in Childhood Cancer International's global mission to advocate for the childhood cancer community by lighting national monuments in September.

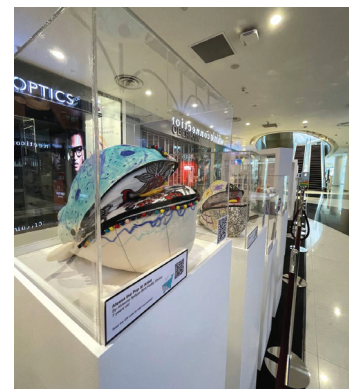
We partnered the National Gallery of Singapore and KK Women's and Children's Hospital (KKH) in lighting their building exteriors in gold, joining our counterparts in member countries such as Australia, India, Japan, Spain and Portugal.

### The Hope Train

CCF's The Hope Train campaign ran for the second consecutive year, parallel to the Light Up Gold, Light Up Hope movement.

The campaign this year showcased 12 calico whale dolls designed by CCF beneficiaries at an exhibition at VivoCity. It also featured an interactive virtual art canvas where the Singapore community could leave words of encouragement for CCF children.

Mediacorp artiste, Ms He Ying Ying, fronted the campaign as ambassador and designed a calico whale of her own. All 13 calico whales were put up for adoption and raised more than \$170,000 for CCF.



*This campaign rings especially close to my heart because CCF beneficiaries are given an avenue to tell their stories, hopes and dreams through their artistic interpretation of the calico whales. I hope everyone can join me to create a more inclusive community for them."*

– He Ying Ying, Mediacorp Artiste



# Q4

## Survivors' Service Learning Project (SSLP)

SSLP aims at promoting self-efficacy, self-development and empowerment of youth cancer survivors through community service-learning projects.

In October and November, eight aspiring leaders together with 10 first-time youth survivors saw half a years' worth of hard work come to fruition as they distributed care packs to childhood cancer patients at KKH and senior citizens at Pacific Activity Centre. Through this project, they forged deep friendships, discovered their strengths and became more confident individuals.



## Season of Giving

In line with SG Cares Giving Week led by National Volunteer and Philanthropy Centre, CCF organised the second run of our 'Season of Giving' campaign for the month of December.

We reached out to the Singaporean 'foodies' community and encouraged them to order from our five F&B partners who committed to donate \$5 from every delivery order to CCF. Alongside other corporate and individual fundraisers who simply wanted to make it the best December yet for our children, more than \$54,000 was raised.



# What's New?

## CCF New Community Office

CCF moved to our new office at GB Point on 26 March 2021 as part of a long-term strategic plan to establish a one-stop holistic centre for patient care and knowledge sharing.

Our new premises occupy two stories with more space for a larger learning centre and designated therapy rooms. We added a new Hangouts Room, Wellness Studio and Activity Room which serves as a safe respite for the growing pool of CCF survivors.

Future plans for the one-stop centre include:

- Community-based survivorship services
- Palliative and bereavement services
- Specialist Clinic services which includes an entire suite of therapeutic services including Art Therapy, Play Therapy, Animal-Assisted Therapy and Music Therapy
- Information and referral services



## Play Services as a Core Service

CCF renamed our core service from Therapeutic Play to Play Services, with play being used as a primary tool of intervention. This move better reflects CCF's hospital-community service model of holistically supporting children with cancer throughout their childhood cancer journey.



## Connecting Caregivers through Facebook and Craft

CCF piloted new initiatives such as a Facebook Caregiver Group and Parent Craft to better connect and engage with our caregivers during the pandemic.

Research has indicated that most caregivers of patients with cancer are either open to or actively using technology for social support. Our Facebook online support group is specially set up for CCF caregivers who are unable to physically attend CCF events and/or prefer online support.

Parent Craft provides an avenue for caregivers to give back and pay it forward to other caregivers. They engage in craft projects at their own time and the completed crafts are given as gifts and reminders of self-care to other caregivers at the hospital.



*“Making little things with love makes my days meaningful during the hard times. Thank you programme planners.”*

– Ms Sandy Muang,  
CCF Caregiver



## Art Therapy Open Studio for the Communities

Our art therapy open studio sessions were first introduced at the hospitals for outpatients who had to wait for their medical appointments and/or procedures. With more beneficiaries staying home due to the pandemic, we have extended our open studio to our youths in the community to encourage them to connect again and reduce the impact of isolation.

With a larger art studio at our new office, the art forms offered under this community programme are also more diverse than those available at the hospital.

## Embedding Research in Service Delivery and Operations

CCF recognises the importance of research in the delivery of evidence-based practices to our stakeholders and to optimise operational efficiency. In addition to literature studies on impacts of childhood cancer on various communities, our research team has also embarked on efforts to analyse service delivery processes and back-of-house operations.

# Practice Research and Strategic Alliance

## Practice Research

As part of our efforts to deliver meaningful impact to children and families affected by cancer, our team of researchers conduct evidence-based practice research and programme evaluation to ensure the relevance of CCF services.

### CCF Employee Survey: Investigating The Impact Of New Work Arrangements on Staff

**Principal Investigator:**  
Lim Kai Yun

**Duration:**  
Sep 2020 – Apr 2021

### The Growing QoLaS - QoL Assessments Growing Up in Singapore After Cancer

**Principal Investigator:**  
A/Prof Allen Yeoh with Khoon Chai Wee, Zach Lee and NUH Medical Team

**Duration:** Ongoing

### Riding through the pandemic: Parenting a child with cancer during COVID-19

**Principal Investigator:**  
Zach Lee with Ng Hwee Chin, Khoon Chai Wee and Lim Kai Yun

**Duration:**  
Jun 2020 – Dec 2021

### Environmental Analysis of CCF Fundraising Landscape

**Principal Investigator:**  
Zach Lee and Lim Kai Yun

**Duration:** Ongoing

### Developing Outcome Measurements for Direct Services

**Principal Investigator:**  
Khoon Chai Wee, Zach Lee and Lim Kai Yun

**Duration:** Ongoing

## Strategic Alliance

### PARTNERSHIP WITH KK WOMEN'S AND CHILDREN'S HOSPITAL (KKH) CCF Psychosocial and Supportive Care Programme for Paediatric Oncology (PSCP)

Committed funding in 2021	\$300,235
Total committed funding to date in 2021	\$600,470
Total committed programme funding	\$900,705

### PARTNERSHIP WITH NATIONAL UNIVERSITY OF SINGAPORE CAR-T Cell Immunotherapy Programme

Committed funding in 2021	\$500,000
Total committed funding to date in 2021	\$1,750,000
Total committed programme funding	\$2,500,000

### Centre for Translational Research in Acute Leukaemia (CenTRAL)

Disbursed funding in 2021	\$712,500
Total disbursed funding to date in 2021	\$1,350,000
Total committed programme	\$3,050,000

### PARTNERSHIP WITH SINGAPORE CORD BLOOD BANK

Committed funding in 2021	\$100,000
Total committed funding to date in 2021	\$100,000
Total committed programme funding	\$300,000

### PARTNERSHIP WITH NATIONAL UNIVERSITY HOSPITAL

NUHS Paediatrics Blood/ Marrow Transplant Programme	
Committed funding in 2021	\$18,128
Total committed funding to date in 2021	\$292,863
Total committed programme funding	\$310,000

### PARTNERSHIP WITH SINGHEALTH FUND FOR KK WOMEN'S AND CHILDREN'S HOSPITAL (SHF - KKH)

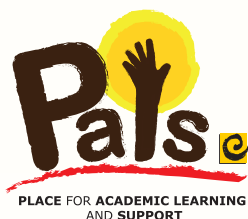
CCF Paediatrics Oncology Survivorship Programme	
Committed funding in 2021	\$50,000
Total committed funding to date in 2021	\$390,000
Total committed programme funding	\$450,000

### Expansion of the Tan Cheng Lim – CCF Professorship in Paediatric Oncology

Committed funding in 2021	\$250,000
Total committed funding to date in 2021	\$750,000
Total committed programme funding	\$1,000,000



# The Year Ahead



## SPARK Accreditation for CCF Place for Academic Learning and Support (PALS)

CCF PALS takes pride in providing quality education for our pre-schoolers. As part of our commitment to excellence, PALS will undergo the Singapore Preschool Accreditation Framework (SPARK) accreditation by Early Childhood Development Agency (ECDA).



## Virtual Reality Hospital Tours

Virtual Reality (VR) is a technology that has emerged as a cost-effective and impactful tool in medical education. By immersing the user in a computer generated three-dimensional environment, it has become an adaptive substitute for 'real life' experiences. CCF will be embarking on a potential collaboration with National Cancer Centre for VR facility tours to help our beneficiaries better cope with the apprehension of new environment and fear of unfamiliar medical procedures.



## ComFur Zone

As part of our plans to expand AAT, CCF will introduce the ComFur Zone programme, a monthly group activity that provides positive human-animal interaction between children and animals. Targeted at children between ages four and 13 years, planned animal interaction activities during therapy serve as a catalyst to help children better connect with their realities. This grounding helps to centre a child who may be struggling with extreme anxiety or panic.





## ARTrepeneur

ARTrepeneur will be introduced as an initiative under the CCF Survivorship programme that amalgamates art with the spirit of entrepreneurship. It aims to increase employability of CCF survivors through the development of their personal artistry and establish a sustainable career.

During group sessions, participants will explore their purpose on the road of being a business owner and learn the concepts of 'fail fast, learn fast'. They will also kick-start their journey of self-discovery and learn to market and sell the art products they have developed.

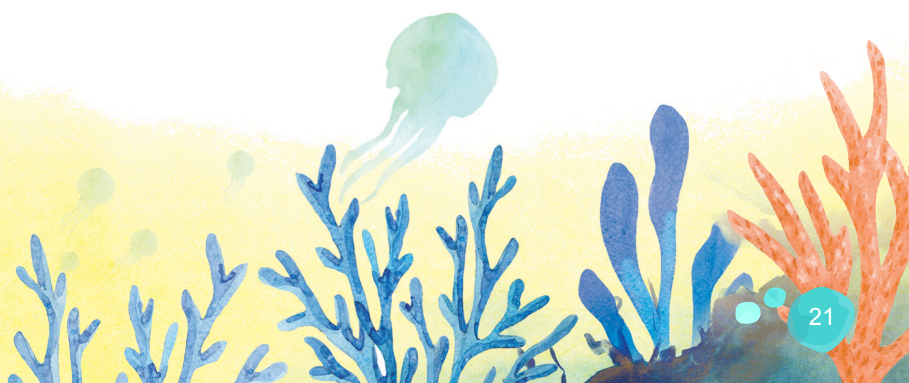
## Fundraising

CCF will continue building on the success of our flagship fundraiser, Hair for Hope, which will run for the 19<sup>th</sup> year in 2022. With the easing of COVID-19 safe management measures in particular, we hope to bring physical fundraisers back and engage with corporate partners and our donors in-person. As part of efforts to diversify our income streams, we will also continue to grow other fundraising portfolios in the areas of social media fundraising campaigns, monthly giving and programme sponsorships.



## Potential Expenditure

- Fundraising Expenses
- Governance Costs
- Cost of Programmes and Charitable Services
- Administrative/ Overheads





# Major Donors and Sponsors

Being sick means having to go through treatment and many hospital visits. ABC Whale is sick and has to undergo procedures, take medication and endure the discomfort of having a nasogastric tube (NG tube) inserted via his nose because of his poor appetite. Despite experiencing pain, anger and frustration, ABC Whale uses three special powers to help him get through his treatments.

**Appreciation** - He always appreciates the smallest wins, and is grateful for the good moments.

**Bravery** - He gets scared, but he is brave to still go through whatever is needed to help himself get better.

**Celebration** - His daddy and mummy always find moments to celebrate small milestones and special occasions together as a family.

With these three powers, ABC Whale regains his shiny coat of happy bright colours and is ready to go for his next adventure!

by **Damien Wai Renjie**, 5 years old

Hello! I am  
**ABC  
WHALE**





# Major Donors and Sponsors

CCF would like to express our deepest appreciation to all donors and sponsors for their generous giving and support. Donors and sponsors listed below (in alphabetical order) have donated or organised events that raised \$5,000 and above. While we have taken great care to ensure accuracy of the list, we seek your kind understanding for any inadvertent omission on our part.

## Organiser of Events HAIR FOR HOPE

### \$200,000 and above

ONCOCARE CANCER CENTRE

### \$100,000 and above

Government Technology Agency  
Grab Singapore

### \$50,000 and above

GlobalFoundries Singapore Pte Ltd  
Jabil Circuit Singapore Pte Ltd  
Kong Hwa School  
Red Hat

### \$30,000 and above

Deutsche Bank  
Holy Innocents' Primary School  
Nexus International School (Singapore)

### \$5,000 to \$29,999

Amgen Singapore Manufacturing  
Brickland Sunshine Residents' Network  
Building and Construction Authority  
Hwa Chong Institution  
Illumina  
Kong Meng San Phor Kark See Monastery  
Michael Page International Pte Ltd  
Sin Chew Woodpaq Pte Ltd  
Singapore Wee Ghee Athletic Association  
SJI International  
Sunningdale Tech Ltd  
Thermo Fisher Scientific

## Organiser of Events FUNDRAISING

### \$300,000 and above

Youzu (Singapore) Pte. Ltd

### \$50,000 and above

Lam Swee Chee Marianne

### \$30,000 and above

Kayak with Love

### \$5,000 to \$29,999

Aalea Gopalakrishnan  
AXA Insurance Pte Ltd  
Bey Yew Ling  
Cisco Systems Singapore  
Dancepointe Academy Pte Ltd  
Donny Gan  
Doyle John Peter  
Evelyn McDonough  
Grace Lee  
Ho Xin Qin  
In Memory of the Late Oh Kim Heo @ Teo Ah Tin  
Kaushik Burman  
Kent Ridge Secondary School  
Mihir S Vinekar  
Montfort Junior School  
Nguyen Hanh Phuong Trang  
Onlewo Pte Ltd  
Pan Ocean Singapore Pte Ltd  
Pure Storage Singapore Pte Ltd  
SGS Testing & Control Services Singapore Pte Ltd  
Skool4Kidz Pte Ltd  
SZ & W (SOUTHEAST ASIA) PTE. LTD.  
Tan Cheng Liak  
TrueNorth Financial



## CORPORATE DONORS

### \$300,000 and above

Youzu (Singapore) Pte. Ltd

### \$100,000 and above

GlobalFoundries Singapore Pte Ltd

Jebsen & Jessen Pte Ltd

MUFG Fund Services  
(Singapore) Pte Ltd

Zurich Foundation

### \$50,000 and above

Credit Suisse Trust Limited

Kilo Richter International Pte Ltd

Nittan Capital Singapore Pte Ltd

Qualcomm Foundation Fund  
@ Give2Asia

Sin Chew Woodpaq Pte Ltd

### \$30,000 and above

MFS Investment Management

XTX Markets Pte Ltd

### \$5,000 to \$29,999

Aastar Pte Ltd

Amber Electronics Pte Ltd

Aptitude Management Consulting  
Pte Ltd

Arc Energy Trading Pte Ltd

Aren Capital Pte Ltd

Baby Alien Club

Bank J. Safra Sarasin Ltd,  
Singapore Branch

Brivest Capital Pte Ltd

Chantal Rosalind Travers

CMC Materials Asia Pte Ltd

CSK-BIO Pte Ltd

CWT Pte. Limited

DBS Bank Ltd

Drew & Napier LLC

Eisen Resources Pte Ltd

Eisenkom Pte Ltd

Evercore Asia (Singapore) Pte. Ltd

FIL Investment Management  
(Singapore) Limited

Flextronics Manufacturing  
(Singapore) Pte Ltd

Fresenius Kabi (Singapore) Pte Ltd

GT San Engineering Pte Ltd

Healthy Land Group Pte Ltd

Ho Bee Foundation

HSBC Insurance (Singapore)  
Pte Limited

Hsuen Chow Pte Ltd

HY Building & Maintenance Services  
Pte Ltd

Kemin Industries (Asia) Pte Ltd

Kong Meng San Phor Kark See  
Monastery

Koyo Kaiun Asia Pte Ltd

Kun De Yuan International Pte Ltd

LabIVF Asia Pte Ltd

Lee Kim Tah Foundation

Li Teck Chuan Cin Tong

Maginet Plumbing Contractor Pte Ltd

Mandai Link Logistics Pte Ltd

Mex Capital Pte Ltd

Morgan Stanley Asia (Singapore) Pte.

Odyssey Technical Solutions  
Singapore Pte. Ltd.

Oncocare Medical Pte. Ltd.

Onlewo Pte Ltd

Pan Ocean Singapore Pte Ltd

Pat's Schoolhouse Pte Ltd

Phillips 66 International Trading Pte Ltd

PT-G Builders Pte Ltd

Pure Storage Singapore Pte Limited

Red Hat Asia Pacific Pte Ltd

Redtec Industries Pte Ltd

Roche Singapore Pte. Ltd.

RSM Chio Lim LLP

SGS Testing & Control Services  
Singapore Pte Ltd

Skadden, Arps, Slate, Meagher & Flom  
(Singapore) LLP

Sonangol Asia Limited  
St. Joseph's Institution International  
Elementary School

Standard Security & Investigation  
Services Pte Ltd

Tabernacle (Auto) Services Pte Ltd

Tee Up Dormitory Pte Ltd

The Ngee Ann Kongsi

The Toronto-Dominion Bank

Thome Ship Management Pte Ltd

Vodafone Enterprise Singapore Pte Ltd

WaWa Pictures Pte Ltd

West Pharmaceutical Services  
Singapore Pte Ltd

Yardi Singapore Pte Ltd

Yoten Technology Pte Ltd

## INDIVIDUAL DONORS

### \$800,000 and above

In Memory of Mr Lioh Chin Bok

### \$50,000 and above

In memory of Yeong Ah Moi

Winarto P Kurniawan

### \$30,000 and above

Apelles Poh Hong Pang

Matthew Ng

Tan Hai Peng Micheal

Tang Su Ping

The Ho Family, in honour of  
Mrs Ho Seek Yuen nee  
Grace Chow Lai Heng

### \$5,000 to \$29,999

Ang Soon Teck Alan

Anjali Mohan Ramchand

Anthony And Chloe Tan

Cai Yinshuang

Chai Chin Loon

Cheng Kah Wai

Cheng Wan Jee

Cheryl Chan

Chew Kok Ben Frankie

Chia Teck Hwee

Chong Teck Yion

Choong Ju Liang

Chowdhury Kaushik Mitra

Christina Yeo

Chua Keng Woon

Chua Ming Lee

Chua Siao Leng

Chua Ting

David Chan and Sarah Chan

Donny Gan

Gan Yu Ting

Gerald William White

Goh Jia Le

Goh Pei Shan Melissa

Guoren Teo

Han Li Ann

How Meng Hock

Hsieh Dean Horng

In loving memory of  
the late Bakar Moosa

In memory of Mdm Loh Kiat Cheong

In memory of Shahril Fazly

Jacqueline Woo

Johnathan Chan

K C Ang

Kang Khiaw Ming

Keith Magnus

Kian Sing Phua

Koh Bee Teng

Koh Chew Chee

Koh Tat Lee

Lawrence Lua Gek Pong

Lay Nah Ng

Lee Ming Hsien Albert

Lim Bee Kwan

Lim Chuan Kai Kenny

Lim Eng Hong

Lim Feimin

Lim Hui Eng

Lim Tong Yew

Loh Kwok Kong Jason

Low Seng Wah

Miao Xiaojia

Michael Lim

Ng Khim Peow

Ng Siew Moi

Ng Sock Hoon

Ng Teri

Ngan Meng Tan

Nur Azhar Bin Ayob

Ow Fook Choi

Ow Jian Bang

Patricia Ng

Paul Chew Shin Chen

Peter Ang

Quek Ben Son

Seet Chor Leng

Seng Fa Yap

Serene Lim Kim Luang

Soong Wei San

Surabhi Agarwal Kapur

Tai Wee Kuang

Tan Chong Ern

Tan Choo Seng

Tan Chuen Wen Aaron

Tan Kian Chai

Tan Kian Yong

Tan Kok Liang

Tan Mei Ling Michele

Tan Sze Wee

Tan Weiliang

Tay Cheong San

Teo Lai Heng

Teow Khek Soo

The Matla Family

Vincent John

Vivien Tan

Willy Lee

Wong Pui Ying

Yeap Lam Hong

Yeap Lam Yang

Yeo Tan Janifer

Yeo Wee Yang



# Corporate Governance

Policewhale is a faithful whale to his squad with a mission to love the good guys and catch the bad guys. His mum had taught him that cancer cells are like bad guys. They need to be caught so that the good guys can come out to play.

Being clear in his mission, Policewhale opens his mouth to warm the hands of little children and give them lots of corals and gems, especially the blue ones which are his favourite. Do you also see the blue lines on Policewhale? Those are the traces he left behind when chasing the bad guys! That's just how energised he is.

He enjoys play, and loves every toy and creature so deeply that it is always hard for him to say goodbye. Thank you for loving the world, Policewhale.

by Nigel Hong Jun Rui, 3 years old

Hello! I am

**POLICEWHALE**





# Key Officers and Directors

## PATRON

**A/Prof Ho Peng Kee**

## BOARD OF DIRECTORS



**Ho Cheng Huat**  
Chairman

**Nancy Thio**  
Honorary Secretary

**Stanley Lim**  
Honorary Treasurer

**Chong Tsung Wen**  
(Dr)

**Go Ashokh Menon**



**Moh Hon Meng**

**Joyce Sit**

**Arthur Lim**

**Kevin Tay (Dr)**

## ADVISORS

**A/Prof Chan Mei Yoke**

Head and Senior Consultant, Department of Paediatric Subspecialties, Haematology/Oncology Service, KK Women's and Children's Hospital

**A/Prof Quah Thuan Chong**

Senior Consultant, Division of Paediatric Haematology and Oncology, Khoo Teck Puat-National University Children's Medical Institute, National University Health System

**Dr Tay Miah Hiang**

Senior Consultant Medical Oncologist, OncoCare Cancer Centre

**Dr Rosaleen Ow**

Editor, Social Service Research Centre, National University of Singapore

**Prof Tan Ah Moy**

Senior Consultant, Division of Paediatric Haematology and Oncology, KK Women's and Children's Hospital

**Peng Hai Ying**

Chief Executive Officer



## BOARD OF DIRECTORS

Name / Position	Designation / Company	Date of Appointment on the Board	Board Appointment Since	Past Board Appointment	Attendance at Board Meetings	Reasons for 10 years or more
<b>Ho Cheng Huat</b> Chairman	Senior Director, IP Management Enterprise (A*STAR)	14.10.2019	1998	Secretary 2008 to 2013  Chairperson 2014 to 2021	7/7	Provides institutional knowledge and experience which contribute to organisation's stability and continuity
<b>Nancy Thio</b> Honorary Secretary	Advocate & Solicitor Neo and Lim	14.10.2019	2013	Secretary 2017 to 2021	6/7	NA
<b>Stanley Lim</b> Honorary Treasurer	Finance Director Gurin Energy Pte Ltd	14.10.2019	2017	Vice-Chairperson 2019  Treasurer 2020	7/7	NA
<b>Chong Tsung Wen (Dr)</b> Director	Urologist Singapore General Hospital	14.10.2019	2005		6/7	Provides medical advice and inputs
<b>Go Ashokh Menon</b> Director	Director One Synergy Global LLP	14.10.2019	2017		7/7	NA
<b>Moh Hon Meng</b> Director	Cofounder iFAST Corporation Ltd	14.10.2019	2014		7/7	NA
<b>Joyce Sit</b> Director	Retiree	1.4.2020	2020		7/7	NA
<b>Arthur Lim</b> Director	Retiree	1.4.2020	2020		7/7	NA
<b>Kevin Tay (Dr)</b> Director	Senior Medical Oncologist OncoCare Cancer Centre	1.4.2020	2020		6/7	NA

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

Table 1.1

## MANAGEMENT COMMITTEES

## AUDIT

Chairperson

Joyce Sit

Members

Hu Weisheng  
Nancy Thio  
Tay Hanwei

## STRATEGIC PARTNERSHIPS

Chairperson

Chong Tsung Wen (Dr)

(Medical)

Members

Kevin Tay (Dr)  
Lisa Ooi (Dr)

## DIRECT SERVICES/PROGRAMME

Chairperson

Arthur Lim

Members

Gilbert Fan (Dr)  
Terence Yow (Dr)

COMMUNITY PARTNERSHIPS/  
VOLUNTEER MANAGEMENT

Chairperson

Go Ashokh Menon

Members

Arthur Lim  
Barathan Pasupathi  
Joyce Sit

## INVESTMENTS

Chairperson

Moh Hon Meng

## FINANCE

Chairperson

Stanley Lim

Members

Barathan Pasupathi  
Quak See Ten

## HUMAN RESOURCE

Chairperson

Ho Cheng Huat

Members

Gilbert Fan (Dr)  
Joyce Sit

## LEGAL ADVISOR

Nancy Thio



## CORPORATE GOVERNANCE

### Conduct of Affairs

The Board of Directors (“Board”) conduct its affairs as set out in the CCF Constitution and the Terms of Reference.

The Board provides guidance to the Chief Executive Officer (CEO) in overseeing the smooth day-to-day operations of CCF. The Board also provides consultative, networking and resource support to the CCF Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CCF.

To assist the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within the Terms of Reference approved by the Board.

The Board’s decision and approval is required for the following matters:

- Corporate and services strategies and policies;
- Annual budget;
- Strategic alliances;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matters.

The Board meets at least six times a year and more than half of the Board must be present for proceedings to be valid. The Board can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year can be found in Table 1.1.

### Appointment as Director of the Board

All potential Directors of the Board will be invited to first serve in one of CCF’s management committees. They are also required to attend three Board meetings as observers before they can be co-opted as a Board Director. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and Board responsibilities.

Besides briefing at meetings and email circulars, Board Directors are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

### Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation. New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF’s vision, mission and core values

Directors are elected yearly at the annual general meeting. There is a term limit of two years for the office bearer role of Honorary Treasurer.

### Risk Management and Internal Controls

The Board has overall responsibility of the charity’s key risks to safeguard the charity’s interests and its assets. They have an oversight function, ensuring that processes are in place, and are adequate and effective in fulfilling the mission of CCF. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team. To manage risks, CCF conducts an internal and external audit annually to manage and monitor the internal control systems. CCF also adopts an Enterprise Risk Management (ERM) framework to monitor strategic, operational, compliance, reputational and financial risks.

### Conflict of Interest Policy

All Directors of the Board and staff are required to comply with the charity’s conflict of interest policy. The Board has put in place documented procedures for Directors of the Board and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

### Whistle Blowing Policy

CCF is committed to maintaining high levels of integrity, ethics and honesty in our services and operations. To achieve high standards of corporate governance and compliance with all laws and regulatory requirements, CCF does not condone any wrongdoings, misconduct, or statutory non-compliance by our Board, employees or volunteers in the course of our work. CCF has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.



# Code of Governance and Financial Report

Lolly's colourful appearance is a reflection of his happy and positive personality. He understands what it is like to go through hard days, and hopes that everyone will get to do something to brighten their days.

Lolly also has an important message for those who are having a difficult time: "Everything will be okay!"

by **Aiden J De Silva**  
who will be remembered forevermore

*Hello! I am*  
**LOLLY,  
THE HAPPY  
WHALE**





## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2021 to 31 Dec 2021): Advanced Tier

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of four consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every three years.	1.1.8	Complied	
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every three years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		Yes	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied	
12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity? (skip item 16 if “No”)</b>		Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
17	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied	
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
19	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity’s <b>key risks</b> .	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if “No”)</b>		Yes	
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	



## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2021 to 31 Dec 2021): Advanced Tier

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if “No”)</b>		Yes	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if “No”)</b>		Yes	
24	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		No	
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	
29	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its three highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the three highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is <b>no</b> paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

### Notes:

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

<sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

## Statement of Financial Activities

Year Ended 31 December 2021

2021

	Unrestricted fund General fund	Restricted fund Care and Share fund	Total
	\$	\$	\$
<b>Incoming resources</b>			
Donations	6,064,507	—	6,064,507
Gifts in kind	4,626	—	4,626
Income from fundraising activities	4,818,096	—	4,818,096
Interest income	71,064	—	71,064
Grant income	728,967	290,000	1,018,967
Other incoming resources	6,869	—	6,869
<b>Total incoming resources</b>	<b>11,694,129</b>	<b>290,000</b>	<b>11,984,129</b>
<b>Resources expended</b>			
Costs of generating voluntary income	285,124	—	285,124
Fundraising expenses	90,987	—	90,987
Charitable activities expenses <sup>#</sup>	8,669,690	290,000	8,959,690
Other operating and administration expenses	427,043	—	427,043
<b>Total resources expended</b>	<b>9,472,844</b>	<b>290,000</b>	<b>9,762,844</b>
<b>Net surplus for the year</b>	<b>2,221,285</b>	<b>—</b>	<b>2,221,285</b>
<b>Balance as at 1 January 2021</b>	<b>32,773,753</b>	<b>—</b>	<b>32,773,753</b>
<b>Balance as at 31 December 2021</b>	<b>34,995,038</b>	<b>—</b>	<b>34,995,038</b>

<sup>#</sup> Charitable activities expenses comprise expenses connected to provision of various charitable programmes and services offered by the company.



## Statement of Financial Activities

Year Ended 31 December 2021

2020	Unrestricted fund General fund			Restricted fund Care and Share fund			Total
	January to March	April to December	Total	January to March	April to December	Total	
	Society*	CLG*		Society*	CLG*		
	\$	\$	\$	\$	\$	\$	
<b>Incoming resources</b>							
Donations	708,876	4,024,034	4,732,910	—	—	—	4,732,910
Gifts in kind	2,196	5,415	7,611	—	—	—	7,611
Income from fundraising activities	88,709	1,181,510	1,270,219	—	—	—	1,270,219
Interest income	121,139	181,653	302,792	—	—	—	302,792
Grant income	60,024	1,580,416	1,640,440	—	126,803	126,803	1,767,243
Other incoming resources	1,385	26,943	28,328	—	—	—	28,328
<b>Total incoming resources</b>	<b>982,329</b>	<b>6,999,971</b>	<b>7,982,300</b>	<b>—</b>	<b>126,803</b>	<b>126,803</b>	<b>8,109,103</b>
<b>Resources expended</b>							
Costs of generating voluntary income	55,328	152,546	207,874	—	—	—	207,874
Fundraising expenses	54,413	1,273	55,686	—	—	—	55,686
Charitable activities expenses <sup>#</sup>	1,179,165	6,081,808	7,260,973	—	126,803	126,803	7,387,776
Governance costs	38	27,988	28,026	—	—	—	28,026
Other operating and administration expenses	56,369	192,888	249,257	—	—	—	249,257
<b>Total resources expended</b>	<b>1,345,313</b>	<b>6,456,503</b>	<b>7,801,816</b>	<b>—</b>	<b>126,803</b>	<b>126,803</b>	<b>7,928,619</b>
<b>Net surplus for the year</b>	<b>(362,984)</b>	<b>543,468</b>	<b>180,484</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>180,484</b>
<b>Balance as at 1 January 2020</b>	<b>32,593,269</b>	<b>—</b>	<b>32,593,269</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>32,593,269</b>
<b>Transfer fund from society</b>	<b>(32,230,285)</b>	<b>32,230,285</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Balance as at 31 December 2020</b>	<b>—</b>	<b>32,773,753</b>	<b>32,773,753</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>32,773,753</b>

\* Prior to 31 March 2020, the company ("CLG") operated under the name of Children's Cancer Foundation, registered as a Society (the "Society").

<sup>#</sup> Charitable activities expenses comprise expenses connected to provision of various charitable programmes and services offered by the company.

## Statement of Financial Position

As at 31 December 2021

	2021	2020
	\$	\$
<b>ASSETS</b>		
<b><u>Non-current asset</u></b>		
Plant and equipment	565,392	81,508
Right-of-use assets	2,216,134	–
<b>Total non-current assets</b>	<b>2,781,526</b>	<b>81,508</b>
<b><u>Current assets</u></b>		
Other receivables	774,899	593,201
Other assets	46,355	147,102
Cash and cash equivalents	34,834,257	34,060,195
<b>Total current assets</b>	<b>35,655,511</b>	<b>34,800,498</b>
<b>TOTAL ASSETS</b>	<b>38,437,037</b>	<b>34,882,006</b>
<b>FUND AND LIABILITIES</b>		
<b><u>Unrestricted fund</u></b>		
General fund	34,995,038	32,773,753
<b><u>Non-current liabilities</u></b>		
Provision	80,250	–
Lease liabilities	1,811,365	–
<b>Total non-current liabilities</b>	<b>1,891,615</b>	<b>–</b>
<b><u>Current liabilities</u></b>		
Provision	–	74,365
Other payables	1,169,009	1,924,764
Other liabilities	–	109,124
Lease liabilities	381,375	–
<b>Total current liabilities</b>	<b>1,550,384</b>	<b>2,108,253</b>
<b>Total liabilities</b>	<b>3,441,999</b>	<b>2,108,253</b>
<b>TOTAL FUND AND LIABILITIES</b>	<b>38,437,037</b>	<b>34,882,006</b>



## Statement of Cash Flows

Year Ended 31 December 2021

	2021	2020
	\$	\$
<b>Cash flows from operating activities</b>		
Net surplus for the year	2,221,285	180,484
Adjustments for:		
Depreciation of plant and equipment	204,110	124,176
Depreciation of right-of-use assets	371,139	—
Interest expense	104,330	—
Interest income	(71,064)	(302,792)
<b>Operating surplus before changes in working capital</b>	2,829,800	1,868
Other receivables	(174,814)	(469,884)
Other assets	100,747	(93,798)
Provision	(74,365)	—
Other payables	(755,755)	1,126,301
Other liabilities	(109,124)	109,124
<b>Net cash flows from operating activities</b>	1,816,489	673,611
<b>Cash flows from investing activities</b>		
Purchase of plant and equipment	(687,994)	(50,788)
Interest income received	64,180	286,448
Net movements in cash restricted in use	—	(17,000)
<b>Net cash flows (used in)/from investing activities</b>	(623,814)	218,660
<b>Cash flows from financing activities</b>		
Lease liabilities – principal portion paid	(314,283)	—
Interest expense paid	(104,330)	—
<b>Net cash flows used in financing activities</b>	(418,613)	—
<b>Net increase in cash and cash equivalents</b>	774,062	892,271
Cash and cash equivalents, beginning balance	34,043,195	33,150,924
<b>Cash and cash equivalents, ending balance (Note 12A)</b>	34,817,257	34,043,195

The accompanying notes form an integral part of these financial statements.

## Notes to the Financial Statements

31 December 2021

### 1. General

Children's Cancer Foundation (the "company") is incorporated in Singapore on 14 October 2019 as a Public Company Limited by Guarantee ("CLG") under the Companies Act 1967. The company is also registered as a charity under Charities Act 1994, and an approved Institution of a Public Character ("IPC") from 21 February 2020 to 4 May 2022 under the Income Tax Act 1947. The IPC status has recently been renewed from 5 May 2022 to 4 May 2025. The financial statements are presented in Singapore Dollar.

The Board of Directors authorised these financial statements for issue on the date of the statement by directors. The Board of Directors have power to amend and reissue the financial statements.

Each member of the company has undertaken to contribute such amount not exceeding \$10 to the assets of the company in the event the company is wound up and the monies are required for payment of liabilities of the company.

The constitution of the company restricts the use of fund monies to furtherance of the objects of the company. They prohibit the payment of dividends to members.

The principal activities of the company are to offer a spectrum of services to support the mission of improving the quality of life of children with cancer and their families and children impacted by cancer through enhancing their emotional, social and medical well-being. The company adopts an integrated hospital-home-community service model to provide the services, and these include Casework and Counselling, Therapeutic Play, Art, Expressive Arts and Play Therapy, Caregivers Support Services, Schooling Programme, Survivorship Programme, Palliative & Bereavement Care, Hospital Play Services and Sibling Support Services. In addition, the company also supports training and research efforts on childhood cancer and organises educational talks and workshops to promote public awareness of childhood cancer.

The registered office and principal place of operation of the company is located at 535 Kallang Bahru, #02-01, GB Point Singapore 339351. The company is situated in Singapore.

#### The Covid-19 pandemic and its aftermath

Management has not identified any material uncertainties resulting from the Covid-19 pandemic and the aftermath of the pandemic surrounding the company's operation, and accordingly none is disclosed in these financial statements.

#### Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards ("SFRS") and the related interpretations to SFRS ("INT SFRS") as issued by the Singapore Accounting Standards Council. They are in compliance with the provisions of the Companies Act 1967.

#### Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

#### Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the company's accounting policies. The areas requiring management's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed on Note 2C below, where applicable.



## Notes to the Financial Statements

31 December 2021

### 2. Significant accounting policies and other explanatory information

#### 2A. Significant accounting policies

##### Revenue recognition

- (i) Donations, sponsorships and fundraising events  
Revenue from donations, sponsorships and fundraising events are accounted for as and when received, except for committed donations and sponsorships that are recorded when there is certainty over the amount committed by the donors and the timing of the receipt of the donations and sponsorships. Revenue from fundraising event is recognised when the event has occurred.
- (ii) Interest income  
Interest income is recognised using the effective interest rate method.
- (iii) Government grant  
A government grant is recognised at fair value when there is reasonable assurance that the conditions attaching to it will be complied with and that the grant will be received. Grants in recognition of specific expenses are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate, on a systematic basis. A grant related to depreciable assets is allocated to income over the period in which such assets are used in the project subsidised by the grant. A government grant related to assets, including non-monetary grants at fair value, is presented in the statement of financial position by setting up the grant as deferred income.
- (iv) Gifts in kind  
A gift in kind (if any) is included in the statement of financial activities based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received. No value is ascribed to volunteer services.

##### Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The company's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the company is contractually obliged or where there is constructive obligation based on past practice.

##### Income tax

As an approved charity under the Charities Act 1994, the company is exempted from income tax under Section 13(1)(zm) of the Income Tax Act 1947.

##### Plant and equipment

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Cost also includes acquisition cost and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Cost includes the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period. See Note 14 on provision.

Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

Computer equipment	- 50%
Office equipment	- 33%
Office furniture	- 33%
Renovation	- 33%

## Notes to the Financial Statements

31 December 2021

### 2. Significant accounting policies and other explanatory information (cont'd)

#### 2A. Significant accounting policies (cont'd)

##### Plant and equipment (cont'd)

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

The gain or loss arising from the derecognition of an item of plant and equipment is recognised in profit or loss.

##### Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property plant and equipment. The annual rates of depreciation are as follows:

Premises - over the term of the lease of 16.67%

##### Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised right-of-use asset is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-of-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. An interest expense is recognised on the lease liability (included in finance costs). For short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard, the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term.

##### Carrying amounts of non-financial assets

The carrying amount of non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation, if no impairment loss had been recognised.



## Notes to the Financial Statements

31 December 2021

### 2. Significant accounting policies and other explanatory information (cont'd)

#### 2A. Significant accounting policies (cont'd)

##### Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the company becomes a party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expired.

Classification and measurement of financial assets:

1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.
2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
3. Financial asset that is an equity investment measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
4. Financial asset classified as measured at fair value through profit or loss (FVTPL): There were no financial assets classified in this category at reporting year end date.

Classification and measurement of financial liabilities:

Financial liabilities are classified as at fair value through profit or loss (FVTPL) in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

##### Cash and cash equivalents

For the statement of cash flows, cash and cash equivalents includes cash and cash equivalents less cash subject to restriction, if any. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

##### Fair value of measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The company's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

## Notes to the Financial Statements

31 December 2021

### 2. Significant accounting policies and other explanatory information (cont'd)

#### 2A. Significant accounting policies (cont'd)

##### Fair value of measurement (cont'd)

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

#### 2B. Other explanatory information

##### Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pretax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

#### 2C. Critical judgements, assumptions and estimation uncertainties

There were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year.

### 3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the company to disclose: (a) related party relationships, transactions and outstanding balances, including commitments, including (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the members of the Board of Directors and key management of the company. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

All members, directors and key management of the company are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.



## Notes to the Financial Statements

31 December 2021

### 3. Related party relationships and transactions (cont'd)

The members of the Board of Directors and sub-committees are volunteers and receive no monetary remuneration for their contribution, except for reimbursement of out-of-pocket expenses, if claimed.

Significant related party transactions:

	<u>Related party</u>	
	<b>2021</b>	<b>2020</b>
	\$	\$
Annual funding to Singapore Cord Blood Bank Limited that has a common director with the company	100,000	—

A total of S\$300,000 has been committed to Singapore Cord Blood Bank from FY 2021 to FY 2023 (Note 19(c)).

### 3A. Key management compensation

	<b>2021</b>	<b>2020</b>		
		January to March	April to December	<u>Total</u>
		Society	CLG	
	\$	\$	\$	\$
Salaries and other short-term employee benefits	981,686	248,625	707,003	955,628

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly. Key management personnel comprise of the Chief Executive Officer and the direct reporting senior officers.

Number of key management in compensation bands:

	<b>2021</b>	<b>2020</b>
\$100,000 and below	5	6
\$100,001 to \$200,000	5	4

The above amounts are included under employee benefits expense.

The Board of Directors, or people connected with them, have not received remuneration, or other benefits, from the company for which they are responsible, or from institutions connected with the company, except as disclosed above.

There is no claim by the Board of Directors for services provided to the company, either by reimbursement to the Board of Directors or by providing the board members with an allowance or by direct payment to a third party.

There were no transactions with a corporation in which the above key management personnel have an interest.

## Notes to the Financial Statements

31 December 2021

### 4. Tax exempt receipts

The company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for donations made to the company, including donations from fundraising activities. The quantum of the tax deduction for each calendar year may vary as announced in the Singapore Budget. The IPC status granted to the company for donations is for the period from 21 February 2020 to 4 May 2022, and has recently been renewed from 5 May 2022 to 4 May 2025.

	2021	2020		
		January to March Society	April to December CLG	Total
	\$	\$	\$	\$
Tax-exempt receipts issued for donations collected	8,652,408	578,591	3,784,628	4,363,219

### 5. Income from fund-raising activities

	2021	2020		
		January to March Society	April to December CLG	Total
	\$	\$	\$	\$
Income resources from fund-raising	4,818,096	88,709	1,181,510	1,270,219
Less: Expenditure for fund-raising activities	(90,987)	(54,413)	(1,273)	(55,686)
Net fund-raising	4,727,109	34,296	1,180,237	1,214,533
Ratio of expenditure to income for fund-raising	2%			4%

### 6. Grant income

	2021	2020		
		January to March Society	April to December CLG	Total
	\$	\$	\$	\$
<u>Government grants:</u>				
Bicentennial Community Fund	—	—	400,000	400,000
Care and share grant (Note 13B)	290,000	—	126,803	126,803
Jobs Support Scheme <sup>(a)</sup>	192,052	—	1,025,994	1,025,994
Job Growth Incentive	127,142	—	—	—
Subsidies from National Council of Social Service	90,475	3,360	72,636	75,996
Tote board funding for Hair for Hope	207,161	—	—	—
Others	112,137	56,664	81,786	138,450
	1,018,967	60,024	1,707,219	1,767,243

<sup>(a)</sup> The Jobs Support Scheme provides wage support for employers to retain their local employees (Singapore Citizens and Permanent Residents) during this period of economic uncertainty amid Covid-19 for 17 months from April 2020 to August 2021.



## Notes to the Financial Statements

31 December 2021

### 7. Resources expended

	2021	2020		
		January to <u>March</u> Society	April to <u>December</u> CLG	<u>Total</u>
	\$	\$	\$	\$
Depreciation of plant and equipment (Note 8)	204,110	35,309	88,867	124,176
Depreciation of right-of-use assets (Note 9)	371,139	–	–	–
Employee benefits expense (Note 7A)	5,705,224	919,802	3,745,357	4,665,159
Financial assistance	518,463	102,136	629,466	731,602
Funding expense (Note 19)	1,930,863	19,175	1,273,578	1,292,753
Interest expense	104,330	–	–	–
Repairs and maintenance charges	334,501	80,888	343,385	424,273
Others	594,214	188,003	502,653	690,656
	<u>9,762,844</u>	<u>1,345,313</u>	<u>6,583,306</u>	<u>7,928,619</u>

### 7A. Employee benefits expense

	2021	2020		
		January to <u>March</u> Society	April to <u>December</u> CLG	<u>Total</u>
	\$	\$	\$	\$
Short term employee benefits expense	4,803,756	765,214	3,164,076	3,929,290
Contributions to defined contribution plan	742,152	122,459	466,943	589,402
Other benefits	159,316	32,129	114,338	146,467
Total employee benefits expense	<u>5,705,224</u>	<u>919,802</u>	<u>3,745,357</u>	<u>4,665,159</u>

## Notes to the Financial Statements

31 December 2021

### 8. Plant and equipment

	<u>Computer equipment</u>	<u>Office equipment</u>	<u>Office furniture</u>	<u>Renovation</u>	<u>Total</u>
	\$	\$	\$	\$	\$
<b>Cost:</b>					
At 1 January 2020	557,691	49,830	42,147	871,367	1,521,035
Additions	50,788	–	–	–	50,788
Written Off	(2,598)	–	–	–	(2,598)
<b>At 31 December 2020</b>	<b>605,881</b>	<b>49,830</b>	<b>42,147</b>	<b>871,367</b>	<b>1,569,225</b>
Additions	15,185	93,521	2,565	576,722	687,994
Written off	–	(5,778)	(1,881)	(568,344)	(576,003)
<b>At 31 December 2021</b>	<b>621,066</b>	<b>137,573*</b>	<b>42,831</b>	<b>879,745</b>	<b>1,681,216</b>
<b>Accumulated depreciation:</b>					
At 1 January 2020	460,743	49,554	41,585	814,257	1,366,139
Depreciation for the year - Society	13,565	138	241	21,365	35,309
Depreciation for the year - CLG	57,454	138	321	30,954	88,867
Written off	(2,598)	–	–	–	(2,598)
<b>At 31 December 2020</b>	<b>529,164</b>	<b>49,830</b>	<b>42,147</b>	<b>866,576</b>	<b>1,487,717</b>
Depreciation for the year	67,523	807	58	135,722	204,110
Written off	–	(5,778)	(1,881)	(568,344)	(576,003)
<b>At 31 December 2021</b>	<b>596,687</b>	<b>44,859</b>	<b>40,324</b>	<b>433,953</b>	<b>1,115,824</b>
<b>Carrying value:</b>					
At 1 January 2020	96,948	276	562	57,110	154,896
At 31 December 2020	76,717	–	–	4,791	81,508
At 31 December 2021	24,379	92,714	2,507	445,792	565,392

\*Included in the cost of office equipment is an amount of \$31,351 being deposit for office equipment which have not been received as of the reporting year end.



## Notes to the Financial Statements

31 December 2021

### 9. Right-of-use assets

	Premises \$	Renovation \$	Total \$
<b>Cost:</b>			
At 1 January 2020 and 31 December 2020	—	—	—
Additions	2,507,023	80,250	2,587,273
At 31 December 2021	2,507,023	80,250	2,587,273
<b>Accumulated depreciation:</b>			
At 1 January 2020 and 31 December 2020	—	—	—
Depreciation for the year	359,993	11,146	371,139
At 31 December 2021	359,993	11,146	371,139
<b>Carrying value:</b>			
At 1 January 2020	—	—	—
At 31 December 2020	—	—	—
At 31 December 2021	2,147,030	69,104	2,216,134

### 10. Other receivables

	2021 \$	2020 \$
Donation receivables	318,951	278,559
Deposits	141,743	188,882
Grant receivable		
– Jobs Support Scheme	—	109,124
– Care and Share	290,000	—
Interest receivables	23,228	16,344
Other receivables	977	292
	774,899	593,201

Other receivables are normally with no fixed terms and therefore, there is no maturity.

Other receivables at amortised cost shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The other receivables at amortised cost can be graded as low risk individually and are considered to have low credit risk. No loss allowance is necessary.

## Notes to the Financial Statements

31 December 2021

### 11. Other assets

	2021	2020
	\$	\$
Finance assistance and donation in kind vouchers	32,330	43,185
Prepayments	14,025	103,917
	<u>46,355</u>	<u>147,102</u>

### 12. Cash and cash equivalents

	2021	2020
	\$	\$
Not restricted in use	34,817,257	34,043,195
Cash pledged for bank facilities <sup>(a)</sup>	17,000	17,000
	<u>34,834,257</u>	<u>34,060,195</u>

The rates of interest for the cash on interest earning balances of \$30,017,043 (2020: \$27,017,000) ranged from 0.10% to 0.57% (2020: 0.23% to 0.25%) per annum.

<sup>(a)</sup> The cash has been pledged as security for corporate credit card facilities granted by a bank to the company.

### 12A. Cash and cash equivalents in the statement of cash flows

	2021	2020
	\$	\$
Amount as shown above	34,834,257	34,060,195
Cash pledged for bank facilities	(17,000)	(17,000)
Cash and cash equivalents for statement of cash flows purposes at end of the year	<u>34,817,257</u>	<u>34,043,195</u>

### 12B. Non-cash transactions

Included in additions to right-of-use assets is an amount of \$80,250 (2020: Nil) being provision for restoration costs capitalised (Note 14).



## Notes to the Financial Statements

31 December 2021

### 13. Fund account balances

	2021	2020
	\$	\$
<u>Unrestricted fund:</u>		
General fund (Note 13A)	34,995,038	32,773,753
<u>Restricted funds:</u>		
Care and Share fund (Note 13B)	—	—
Total funds	34,995,038	32,773,753

#### 13A. General fund

The general fund is raised to set aside funds to support the company's general programmes and to finance the operations of the company.

#### 13B. Care and Share fund

The Care and Share fund is a dollar-for-dollar donation matching grant provided by the Singapore government to encourage public donation and to develop Social Service Agencies and their programmes to better serve beneficiaries. The grant can be used for capability and capacity building, new initiatives / expansion of existing services and critical existing needs.

	2021	2020
	\$	\$
Balance at beginning of the year	—	—
Grants received / receivable during the year	290,000	126,803
Utilised during the year	(290,000)	(126,803)
Balance at end of the year	—	—

#### 13C. Reserve policy

	2021	2020	Increase
	\$	\$	%
<u>Unrestricted fund:</u>			
Accumulated fund ("Reserve")	34,995,038	32,773,753	6.78
Annual Operating Expenditure	9,472,844	7,801,816	
Ratio of Reserve to Annual Operating Expenditure	3.69:1	4.20:1	

The company's reserve policy is to maintain a reserve that is equivalent to at least three years of its operating expenses. This is to ensure continuity in providing the necessary services to its beneficiaries.

On a yearly basis, the Board of Directors reviews the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations of the company.

## Notes to the Financial Statements

31 December 2021

### 14. Provision

	2021	2020
	\$	\$
Movements in above provision:		
At beginning of the year	74,365	74,365
Additions	102,140	–
Used	(96,255)	–
At end of the year	80,250	74,365
Presented in statement of financial position as follows:		
Current	–	74,365
Non-current	80,250	–
	80,250	74,365

Provision for dismantlement, removal or restoration is the estimated costs of dismantlement, removal or restoration of plant and equipment arising from use of assets, which are capitalised and included in the cost of right-of-use assets. The unwinding of discount is not significant.

### 15. Other payables

	2021	2020
	\$	\$
Outside parties and accrued liabilities	1,169,009	1,883,034
Related party	–	41,730
	1,169,009	1,924,764

The related party is an entity that has a common director with the company.

### 16. Other liabilities

	2021	2020
	\$	\$
Deferred grant – Jobs Support Scheme	–	109,124

### 17. Lease liabilities

Lease liabilities are presented in the statement of financial position as follows:

	2021	2020
	\$	\$
Lease liabilities, non-current	1,811,365	–
Lease liabilities, current	381,375	–
	2,192,740	–



## Notes to the Financial Statements

31 December 2021

### 17. Lease liabilities (cont'd)

Movements of lease liabilities for the reporting year are as follows:

	\$
At beginning of the year	–
Addition of right-of-use assets	2,507,023
Accretion of interest	104,330
Lease payments – principal portion paid	(314,283)
Interest paid	(104,330)
At end of the year	<u>2,192,740</u>

Lease liabilities under operating leases are secured by the right-of-use assets because these will revert to the lessor in the event of default. The right-to-use assets are disclosed in Note 9.

The weighted average incremental borrowing rate applied to lease liabilities recognised is 5.25% (2020: Nil) per annum.

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is as follows:

	<u>Minimum payments</u>	<u>Finance charges</u>	<u>Present value</u>
	\$	\$	\$
<b>2021:</b>			
Minimum lease payments payable:			
Not later than one year	485,876	(104,501)	381,375
Between two to five years	1,943,504	(201,561)	1,741,943
Later than five years	69,598	(176)	69,422
	<u>2,498,978</u>	<u>(306,238)</u>	<u>2,192,740</u>

There were no future cash outflows to which the lessee is potentially exposed that are not reflected in the measurement of lease liabilities above. At reporting year date, there were no commitments on leases which had not yet commenced.

The total for lease liabilities and the average effective borrowing rate per year is disclosed above. The fair value (Level 2) is a reasonable approximation of the carrying amount.

### 18. Financial instruments: information on financial risks

#### 18A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and financial liabilities recorded at the end of the reporting year:

	<u>2021</u>	<u>2020</u>
	\$	\$
<u>Financial assets:</u>		
At amortised cost	<u>35,609,156</u>	<u>34,653,396</u>
<u>Financial liabilities:</u>		
At amortised cost	<u>3,361,749</u>	<u>1,924,764</u>

Further quantitative disclosures are included throughout these financial statements.

## Notes to the Financial Statements

31 December 2021

### 18. Financial instruments: information on financial risks (cont'd)

#### 18B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the company's operating, investing and financing activities. There are exposure to the financial risks on the financial instruments such as credit risk and liquidity risk. Management has certain practices for the management of financial risks. The guidelines set up the objectives and action to be taken in order to manage the financial risks.

The following guidelines are followed:

- (a) All financial risk management activities are carried out and monitored by senior management staff.
- (b) All financial risk management activities are carried out following acceptable market practices.

The company is not exposed to significant foreign currency risks.

There have been no changes to exposure to risk; objectives, policies and processes for managing the risk and the methods used to measure the risk.

#### 18C. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include both the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

#### 18D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents and receivables. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses ("ECL") on financial assets, the three-stage approach in the financial reporting standard on financial instruments is applied to measure the impairment allowance. Under this approach the financial assets move through the three stages as their credit quality changes. However, the simplified approach (that is, to measure the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life) permitted by the financial reporting standards on financial instruments is applied for financial assets that do not have a significant financing component. On initial recognition, a day-1 loss is recorded equal to the 12 months ECL (or for lifetime ECL for trade receivables) unless the assets are considered credit impaired.

Cash and cash equivalents as disclosed in Note 12 are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

#### 18E. Liquidity risk – financial liabilities maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. The average credit period taken to settle other payables is about 60 days (2020: 60 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

The company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the company's operations and to mitigate the effects of fluctuations in cash flows.

	Less than 1 year	Between 2 to 5 years	Later than 5 years	Total
	\$	\$	\$	\$
<b>2021:</b>				
Lease liabilities	485,876	1,943,504	69,598	2,498,978
Other payables	1,169,009	–	–	1,169,009
	<u>1,654,885</u>	<u>1,943,504</u>	<u>69,598</u>	<u>3,667,987</u>
<b>2021:</b>				
Other payables	<u>1,924,764</u>	<u>–</u>	<u>–</u>	<u>1,924,764</u>



## Notes to the Financial Statements

31 December 2021

### 18. Financial instruments: information on financial risks (cont'd)

#### 18F. Interest rate risk

The interest rate risk exposure is mainly from changes in fixed interest rates. The following table analyses the breakdown of the significant financial instruments by type of interest rate:

	2021	2020
	\$	\$
<u>Financial assets with interest:</u>		
Fixed rates	30,017,043	27,017,000

The interest rates are disclosed in Note 12.

Sensitivity analysis: The effect on surplus is not significant.

### 19. Committed funding to partners

	2021	2020		
		January to March Society	April to December CLG	Total
	\$	\$	\$	\$
Funding expense	1,930,863	19,175	1,273,578	1,292,753

The funding expense arose out of the following commitments made by the company to its partners:

- The company has committed a three year funding of \$310,000 to National University Hospital for the Paediatrics Blood/Marrow Transplant Programme on terms agreed by both parties. A total of \$292,863 (2020: \$274,735) has been disbursed as of 2021. Remaining funds of \$17,137 are expected to be disbursed in 2022.
- The company has committed funding of \$450,000 to SingHealth Fund for KK Women's and Children's Hospital for the purpose of establishing the CCF Paediatric Oncology Survivorship Programme on terms agreed by both parties. A total of \$390,000 (2020: \$340,000) has been disbursed as of 2021. Remaining funds of \$60,000 are expected to be disbursed in 2022.
- The company has committed a funding of \$300,000 to Singapore Cord Blood Bank Limited for the purpose of building community (hybrid) cord blood banking on terms agreed by both parties from 2021 to 2023. A total of \$100,000 (2020: Nil) has been disbursed as of 2021. Remaining funds of \$200,000 are expected to be disbursed in 2022 and 2023.
- The company has committed funding of \$2,500,000 to National University of Singapore for the CAR-T cell immunotherapy programme on terms agreed by both parties. A total of \$1,750,000 (2020: \$1,000,000) has been disbursed as of 2021. Remaining funds of \$750,000 are expected to be disbursed in 2022 and 2023.
- The company has committed funding of \$1,000,000 to KKH Fund, part of SingHealth Fund for the expansion of the Tan Cheng Lim – CCF Professorship in Paediatric Oncology on terms agreed by both parties. A total of \$750,000 (2020: \$500,000) has been disbursed as of 2021. Remaining funds of \$250,000 are expected to be disbursed in 2022.
- The company has committed funding of \$3,050,000 to National University of Singapore for the Viva-NUS Centre for Translational Research in Acute Leukaemia (CenTRAL) on terms agreed by both parties. A total of \$1,350,000 (2020: Nil) has been disbursed as of 2021. Remaining funds of \$1,700,000 are expected to be disbursed in 2022 to 2024.
- The company has committed funding of \$900,705 to KKH Fund, part of SingHealth Fund for the CCF Psychosocial and Supportive Care Programme for Paediatric Oncology on terms agreed by both parties. A total of \$600,470 (2020: Nil) has been disbursed as of 2021. Remaining funds of \$300,235 are expected to be disbursed in 2022.

## Notes to the Financial Statements

31 December 2021

### 20. Changes and adoption of financial reporting standards

For the current reporting year, new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable to the company are listed below. These applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

SFRS No.	Title
SFRS 39; 107 and 109	Interest Rate Benchmark Reform – Amendments to The Conceptual Framework for Financial Reporting
SFRS 116	Covid-19 Related Rent Concessions – Amendment (effective from 1 June 2020)

### 21. New or amended standards in issue but not yet effective

For the future reporting years certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the company for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the company's financial statements in the period of initial application.

SFRS No.	Title	Effective date for periods beginning on or after
SFRS 116	Covid-19 Related Rent Concessions beyond 30 June 2021 – Amendments	30 Jun 2021
SFRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments	1 Jan 2022
SFRS 109	Financial Instruments – Fees in the “10 per cent” test for derecognition of financial liabilities (Annual Improvement Project)	1 Jan 2022
Various	Annual Improvements to SFRSs 2018-2020	1 Jan 2022
SFRS 1	Presentation of Financial Statements – Amendment relating to Classification of Liabilities as Current or Non-current	1 Jan 2023
SFRS 8	Definition of Accounting Estimates – Amendments	1 Jan 2023
Various	Amendments to SFRS 1 and SFRS Practice Statement 2: Disclosure of Accounting Policies	1 Jan 2023



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