

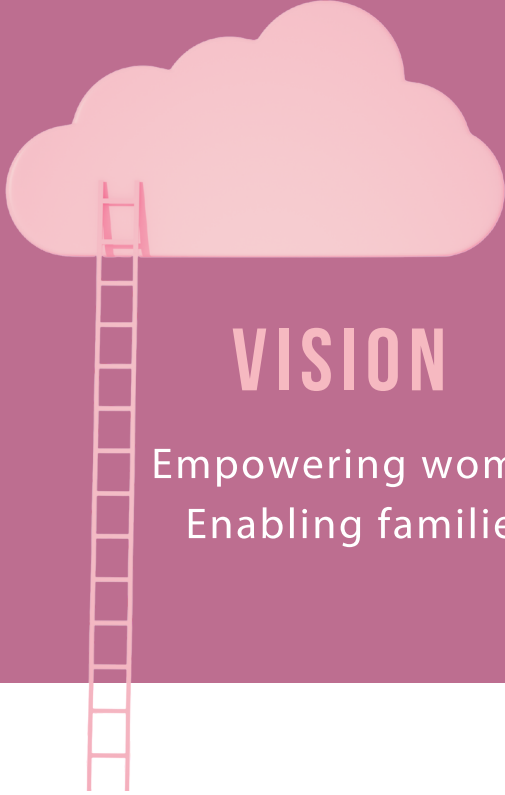
GROWING THROUGH THE CRISIS



Daughters Of Tomorrow
Annual Report Year 2020

CONTENTS

Mission, Vision, Values and Our Work	3 - 4
President's Message	5 - 6
Executive Director's Message	7 - 8
Growing the network of support	9
Key Achievements in the year 2020	10
Employment Bridging	11
Employer Awards 2020	12 - 13
Core Programmes	14 - 17
Fundraising	18
Calendar of events	19 - 20
Acknowledgements	21 - 23
Social Media Outreach and Media Coverage	24 - 25
Financial Statements	26 - 49
Corporate Governance	50 - 51
Board of Directors	52
Board Meetings	53
How Can You Play A Part	54



VISION

Empowering women
Enabling families

MISSION

To facilitate livelihood opportunities for economically challenged women and support them in achieving financial independence and enable social mobility for their families.

VALUES

Enabling:

We build agency in the women and the community, striving to contribute and build positive collaborations with our partners.

Mindful:

We value reflection, self-awareness and practise respect for everyone we work with.

People-Focused:

We value and celebrate each individual for who they are, and prioritise people above procedures.

Open:

We are open-minded, curious, collaborative in our approach, and practise transparency in our governance and partnerships.

Willing to Lead:

We serve with passion and take ownership for creating and advocating positive change.

Enterprising:

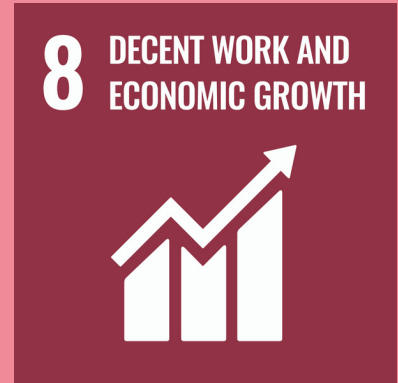
We approach problems and challenges with innovation and are open to experimentation.

Responsive:

We strive to address real challenges in a timely manner and are adaptable to changing needs in the community.

OUR WORK

addresses the following United Nations'
Sustainable Development Goals (SDG):



DOT complements existing training and workforce-related agencies by connecting volunteers and community resources to enable each woman on an individual level.

#ENVISION2030

PRESIDENT'S MESSAGE

Dear Friends,

2020 has undoubtedly been a year of much calamity and loss. Lives and livelihoods were lost, and many were left feeling like a year has been taken from them. Through it all, there were sparks of hope and strength as the community around us chipped in to continue their support for DOT even amidst this challenging time.

Thank you to everyone who contributed to DOT's efforts to pivot our operations to respond to 2020's challenges. We want to highlight our top donor Micron, an incredible partner without whom we would be behind in what we set out to achieve this year. Their dedication to our shared purpose of transforming and enriching the communities spurs us on in our mission. Micron is a shining example of a company that walked the talk. They set up a COVID-19 Community Assistance task force to drive initiatives on community support and took suggestions from their employees on improving outreach to the local communities they lived in. More companies should follow in Micron's footsteps and put real drive behind the causes they champion.

Livelihoods and mental health were some of the key issues of concern for low-income families from the DOT's COVID-19 Assistance Request Survey implemented early April 2020. 80.8% of respondents needed food rations, and 25.6% faced psychological challenges with extreme anxiety, worries, fear and/or sadness. Overall, women were disproportionately affected by the pandemic as they predominantly worked in industries more severely impacted by the effects of the virus, as well as having to step up to take on more eldercare and childcare responsibilities, emphasising the importance and relevance of our mission more than ever.



Companies can play important roles in ensuring that women do not leave the workforce prematurely. They can step up to better understand the struggles these mothers face and make necessary and allowable operational adjustments to help improve the livelihood of these low-income families. One such initiative is the Core and Stable Scheduling, which our Employment Bridging team has been advocating to our employer partners. Such an initiative could allow our women some flexibility in working arrangements while still able to raise their children.

In November 2020, at the Virtual Women's Forum, President Halimah Yacob spoke about the opportunities that having more women in the workforce could hold. She shared that advancing gender equality in Asia-Pacific could mean an extra US\$4.5 trillion for the region or an increase in 12% of the region's collective annual GDP. In her view, which is one that DOT shares, promoting women's empowerment is not just an idea of fairness but also one that makes economic sense.

As we continue our 2020 annual report theme "growing through the crisis", we recognised that DOT would not have come this far without the continuous support of our partners for our women by empowering them and enabling their families to have a better future. We greatly appreciate and sincerely thank you all for the amazing partnership.

Warmest wishes,



Kim Underhill
President



EXECUTIVE DIRECTOR'S MESSAGE

Dear friends,

2020 was a year of much upheaval. The COVID-19 pandemic created new needs and amplified old ones within the low-income residents in Singapore. Through this, DOT adapted to the many changes to do our best for the women in our community.

And we were so heartened to see many of our corporate partners, volunteers, funders and individuals stepping up by being flexible and swift in response to our calls for action when we had to pivot our operations. For example, we addressed food insecurity concerns through providing grocery vouchers to women and their families for the first time since the beginning of our operations. This initiative was enabled by many individuals as well as DOT's corporate partners who took decisive action to meet the immediate needs of vulnerable families. Distributing laptops to women and families with data connectivity, digitizing our job readiness programs, creating online support groups for beneficiaries who graduated from our programs, conducting weekly Zoom calls and hosting digital clinics in basic IT literacy were some of the ways we had to navigate in a COVID-19 world. All of this was made possible only because an entire community of supporters pulled their weight in such a short period to help widen the support system and lessen the risk of people falling through the cracks.

The pandemic has widened gaps in inequality and demonstrated the fragile vulnerability of low-income women to crises. The safety net that does exist for these women is so riddled with holes that emergencies such as the ones we faced in 2020 caused many low-income families' standard of living to worsen and others to plunge freshly into poverty. However, the pandemic also proved how powerful collective efforts can be when people have a common purpose. Through all the pain of 2020, there was also beauty.



The struggles of so many during this crisis have renewed the need for ground-up initiatives and aligned partnerships to create a stronger society that can withstand such shocks and prevent suffering at this scale. The challenge of 2020 is to not forget the lessons we have learnt during this pandemic once we return to the status quo. It will take a strong village to uplift a family out of poverty sustainably. To emerge stronger from this crisis would require us to ask ourselves the hard questions of what we value, what we're willing to unlearn, what we're willing to share, how much are we willing to trust and eventually co-create and execute these solutions together.

To the many women we've come to know in 2020.. Thank you for allowing us to be a part of your transformation journeys. You have been a great model of resilience and courage and your stories have inspired me to lead DOT forward in these extremely uncertain times.

To the Board and Carrie, thank you for entrusting me with this organization and mission. I'm grateful for your guidance and most of all, your belief in me to bring DOT to the next level, while empowering me to do so. To my team at DOT.. I have learnt so much from you. Through the constant changes, deadlines, crises, you have displayed passion and grit, vulnerability and courage, working doubly hard to innovate, pivot while leading and leaning on each other to get through this storm together. I am fully convinced that with all of our dedication put together with supporters past and present, we are on track to witnessing increasing breakthroughs for many more families in the near future.

Here's to a better tomorrow for more women and a safer today for all.

With heartfelt gratitude,



Fannie Lim
Executive Director



GROWING THE NETWORK OF SUPPORT

In the early phases of COVID-19, the job market looked bleak. Many businesses froze hiring, and many low-income earners (including DOT beneficiaries) lost their livelihoods. DOT quickly pivoted our efforts to address practical needs while keeping focused on our core mission of facilitating livelihood opportunities.

We began to see the silver lining in the later part of 2020, when less-affected businesses stepped up to keep the employment market alive by tapping on the multiple government incentives. Meanwhile, with the partnership of our funders, new and existing employers, and community & corporate partners, DOT was able to forge new paths through this tumultuous season to keep the community safe in more ways than one during this crisis of a lifetime.

Our beneficiaries are women from the bottom 10% socio-economic group in Singapore

89% ARE WITHIN
21 - 50
AGE GROUP

2
AVERAGE NO. OF CHILDREN PER FAMILY

82%
WITH SECONDARY SCHOOL EDUCATION OR LOWER

44%
SINGLE MOTHERS

Provided immediate assistance through grocery vouchers, distributed over 100 laptops and internet connectivity to address food security concerns and ensure families stay connected for upskilling and home-based learning during the early phase of the pandemic



Strengthened emotional and mental support by ramping up our Befriending programme and the launch of DOTTERS – a community platform for DOT graduates to learn, grow and support one another



Expanded accessibility during (and after) Circuit Breaker by redesigning key programmes for online delivery such as Power Up Online, Digital Clinics, Community Eldercare Workshop, Introduction to Childcare etc



Grew our Train-and-Place programmes, which enable DOT women to explore career options in sustainable industries free of charge and with minimal opportunity cost. These programmes also allow DOT to support manpower needs in industries where DOT women can excel, such as post and infant massage and spa masseuse



KEY ACHIEVEMENTS

in Year 2020

We created an online version of DOT's Confidence Curriculum and had

14

runs of Power Up Online courses with

115

women graduated the course

40

New employers were engaged



32,262

Childminding hours were provided in 2020 by

32

Childminders within the Community Childminding Network (CCN) provided

129

Active befriender volunteers



More than

120

participated in poverty sensitisation workshop, including the new online version of "This Is My Experience"



425

women began an employment journey with us

65

women were placed in jobs / found work



141

women completed industry-specific training

63%

of women retained in jobs for 6 months or more

130^{*}

women and childrens' lives impacted by sustained employment
(*Estimate based on the average of 2 children per household for DOT beneficiaries)



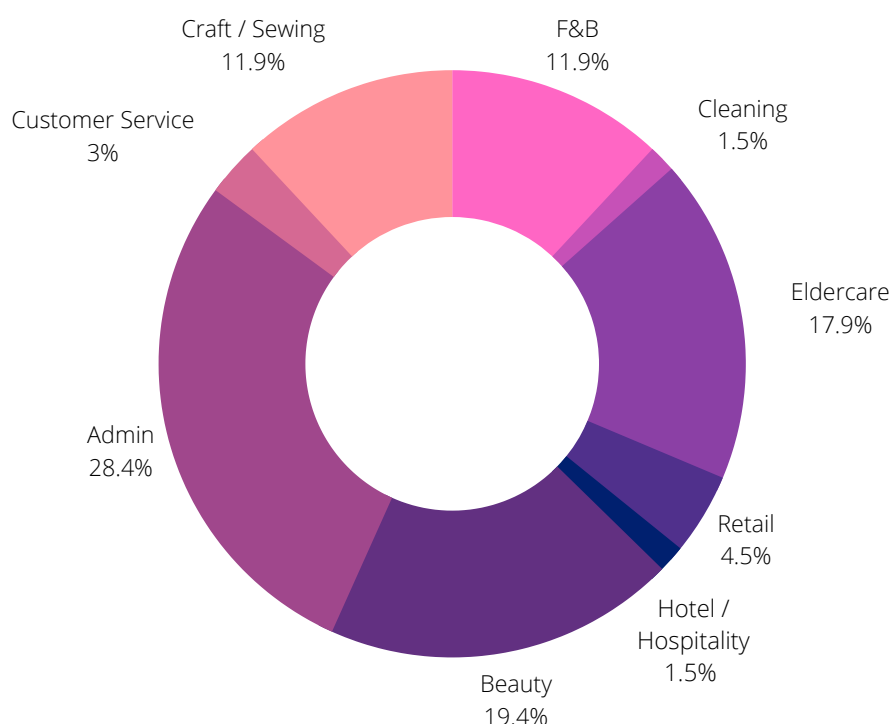
172

women completed DOT's in-house job preparation programmes

EMPLOYMENT BRIDGING

In 2020, DOT saw a significant dip in placement numbers, with 65 unique women placed into employment. With an economic contraction of 5.8%, many businesses had to shrink or freeze their headcount, resulting in higher unemployment rates. Some of the worst hit groups are the low-income workers from the hospitality, F&B and retail industry. On top of that, it was even more challenging with many mothers, especially single mothers, having to struggle with home-based learning. The closure of schools and childcare centres has added a layer of barrier for low-income women who are seeking employment opportunities.

We saw the slowest employment rates in Q2 of 2020 that coincides with the start of circuit breaker in Singapore. However, with the strong partnerships between DOT and our employer partners, we saw an increase in hiring towards the second half of the year. DOT focused more of our efforts towards healthcare, beauty and administrative roles which had continual hiring needs.



Despite the tough times, 63% of the women placed between July 2019 and June 2020 managed to sustain in employment for more than 6 months by the end of 2020. This is an increase from the previous year of 56%, showing the tenacity of these women and the importance of Core and Stable Scheduling* which was introduced in 2018. Overall in 2020, there were 40 new employers, and 44% of new roles that offered Core and Stable Scheduling work shifts.

*Core and Stable Scheduling refers to childcare friendly working hours of Monday to Friday, between 8am to 6pm.

EMPLOYER AWARDS 2020

To further encourage the adoption of hiring practices that are inclusive and empowering, we celebrated the efforts of our employer partners through our Employer Awards 2020. The theme, Leading The Way For A Better Tomorrow, highlights how these forerunning employers paved the way for empathetic practices that makes employment more accessible and sustainable for low-income women in Singapore.

Five stellar employers were recognised for their progressive hiring practices in the following categories:



Most Progressive Employer :



Vanguard Healthcare worked to implement recommendations from DOT to make it easier for low-income women to join the organisation. They provided Core and Stable Scheduling* , as well as flexible working hours when necessary. At Vanguard Healthcare, employees have the opportunity to try out various job functions and further their professionalism through sponsored courses. They are a third-time winner of DOT's Employer Awards.

*Core and Stable Scheduling refers to childcare friendly working hours of Monday to Friday, between 8am to 6pm.

Most Caring Employer :



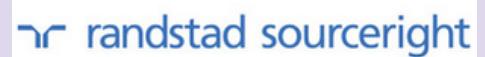
The Coconut Club is a second-year awardee. The late founder, Mr Lee Eng Su, was a great supporter of DOT and we would like to take a moment to thank him for his generosity over the years. They went above and beyond to support their employees not just at work, but also provided practical support towards their family. The management team knows every employee by name and they are like a big family.

Most Supportive Employer :



Sparkletots @ Bukit Batok & Kolam Ayer, PAP Community Foundation helps to further their employees' career goals by providing training or access to educational opportunities. They believe and select candidates based on their attitude and skill sets regardless of their background. The centre leaders and mentors are understanding towards employees' circumstances and guide them patiently.

Most Nurturing Employer :



Randstad invests in developing the potential of their employees by hiring based on skills sets and individual personality rather than academic qualifications. They understand and accommodate the challenging situations that the employees face at home. They also have a strong learning culture in the team and practise flexibility in the workplace.

Most Flexible Employer :



Quilt AI have been generous in accommodating the individual needs of the women that they hire. This includes providing flexible hours, as well as a kind and respectful workplace. They believe in the principle of working and being productive as opposed to being a 9 to 5 job and that employees have kids and have different familial situations.

CORE PROGRAMMES

DOT CONFIDENCE CURRICULUM (DCC)

DCC is one of the core programmes that has been running since 2015. In-person DCC classes had to be cancelled due to the ongoing safe management measures hence there were only two runs with 24 graduates in 2020. A single run of DCC spans eight weeks where the women learn to build their confidence, set practical life and career goals, as well as improve their resume and interview skills.

A key benefit to participating in DCC is the strong peer support network that the women build, which serves as a pillar of strength for them in their back-to-work journey.



I am now more confident, approachable and believing in myself after graduating from DCC. Nowadays at work I am often lending a listening ear and this made me realised I can be of service towards family, colleagues and community. I recently started my own YouTube channel, interviewing people and creating content. I want to inspire more people just like what DOT has done for me.

Siti

DOT Confidence Curriculum
Attendee



PUO has been a life changer for me in so many ways. Currently, I am a Greenhouse fellow with DOT and setting up my own home based bakery. Best of all I no longer feel alone. DOT is my family and wished that I had gotten to know about them earlier. I highly recommend ladies going through challenging times to check out DOT!

Lonnie

Power Up Online (PUO) Attendee

POWER UP ONLINE (PUO)

The COVID-19 pandemic, subsequent Singapore circuit breaker and work-from-home directives disrupted our operations but it has also allowed us to adapt and innovate new ways of supporting our beneficiaries. The DOT team took DCC virtual and launched Power Up Online (PUO) in April 2020.

CORE PROGRAMMES

A five-week online course mirrored DCC, covering confidence building, goal setting, active communication and job readiness. It allowed women to watch video content at their own pace while they juggled their children's Home-Based Learning needs and facilitated sharings within peer buddies and weekly group calls. In 2020, DOT ran 13 PUO classes with 129 active participants. Each PUO attendee was also assigned a volunteer befriender to engage on the content and help navigate the course. 115 women completed the course for said period.



IT LITERACY

We also had to improvise and adapt our IT literacy programme for online delivery. 70 DOT women participated in the online IT classes with support from various corporate partners. With the help of volunteers from Goldman Sachs, we managed to create short tutorial videos covering how to use Microsoft Word and Excel.

Volunteers from Cognizant, Cisco Systems (USA) Pte. Ltd., Goldman Sachs and S&P Global and Align Tech also provided additional IT support.



This is a new way of learning IT for me and definitely takes some time to adapt. We all had to prepare questions in advance before the online Zoom class. The facilitators covered areas that are useful and applicable to the work that I do.

Mahbuba

IT Online Attendee

One-on-one support in digital clinics was made available to answer questions that beneficiaries might have regarding completing tasks on their computers. We also collected second-hand laptops and distributed more than 100 laptops and mobile devices to help our beneficiaries stay connected.



VOLUNTEERS AND BEFRIENDERS

Over the years, our pool of volunteers has continued to grow. 2020 was no exception, although our in-person childminding and training volunteers were not able to support physical classes we had many corporate and individual volunteers step up



Interestingly, we think we are volunteering to help others but I think the journey also helps us for personal development and to grow as a person as well. Celebrating small wins and little milestones along the way has been very impactful for me as well.

Jiayun

Befriender Volunteer

to support our virtual services. They were also involved in other practical ways to support the mission such as chiropractor and make-over services, as well as initiated fundraising events. One of the most significant programmes that volunteers are involved with is DOT's befriender programme. It pairs beneficiaries with an empathetic volunteer befriender who can provide one-on-one emotional support to help address the unique situational challenges each beneficiary faces. Befrienders are required to attend training, meet their assigned beneficiary and stay in touch with them for over a year as they journey with DOT. The programme provided the beneficiaries with much needed emotional support and access to community resources. It enables DOT to deepen the engagement with each beneficiary by tapping an enthusiastic and caring external volunteer pool.

In 2020, DOT inducted 86 more befrienders and 155 new beneficiaries that joined DOT received support from our active befrienders. Workplace by Facebook, an online community platform, continues to provide a valuable space to share updates, information, questions

and opinions with our growing group of volunteers. Messages of appreciation and news of job placements keep morale high and continue to motivate the team to do more.

Altogether, six unique volunteers contributed close to 28 hours to support childminding while mothers focus and attend our DCC 35 & 36 programmes. As our in-person courses resume in 2021, we look forward to engaging all our childminders, trainers and corporate volunteers and having them join us on Workplace as well.



COMMUNITY CHILDMINDING NETWORK (CCN)

A network of community childminders is an essential resource for women returning to work. This community-led initiative that DOT supports not only provides a source of income for other economically challenged women, it makes it possible for women to attain sustainable employment when their caregiving needs are met.

In 2020, regulations were set into place to limit the transmission of COVID-19. This had a large impact on the Community Childminding activities. In spite of that, the number of childminders grew from 24 to 32, and nine new users joined the network. The network had provided 32,262 childminding hours to the community, providing care to 24 children. The network also welcomed three new Community Leaders in the year; joining the two seasoned leaders to reach out to new members, organise events and interview prospective users and childminders, making matches and supporting the community.



Awareness of this network was raised through outreach to 10 organisations that includes family service centres, institutions for special needs children and resident committees.

“

My childminder was such a great caregiver and she knew how to handle my baby with ease. Love the fact she is always able to support me whenever I need help, open for negotiation and always so responsible all the time. I recommend other mothers to use CCN if they need childminders and are facing challenges to get help with their kids.

Iqah

Community Childminding
Network (CCN) User

“

I would highly recommend becoming a childminder, especially if u like kids. It really helps low income families/mothers who are unable to go to work or need to stay at home to earn extra income (Like me!). I had a great time getting to know other families, make new friends and [know] that I am not alone in this. Knowing that I can help someone, just makes it feel much better. It can be at times tiring but it puts a smile to my face always. Plus my kids love playing with other kids especially babies when I am taking care of them.

Norsalindah

Community Childminding
Network (CCN) Childminder

FUNDRAISING

Thank you for the outpouring of support from all individuals and corporate donors.

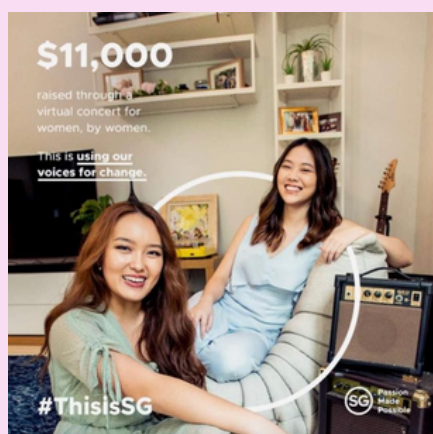
SIGNIFICANT FUNDRAISERS 2020



THE BODY SHOP DROPS OF YOUTH CAMPAIGN AND WORKSHOP

12 Jan 2020 (Year long collaboration)

Grateful for our shared mission of empowering women



VINE MUSIC ONLINE FUNDRAISING CONCERT

18 Jul 2020

First Virtual online fundraising concert that DOT participated - it was harmony in voices and hearts at its best



MICRON'S RECORD BREAKING INTERNAL FUNDRAISER

6 Oct 2020

Top Corporate Donor for year 2020
Blown away by the generous support of the Micron Team

CALENDAR OF EVENTS



LOVE BONITO EVENT WITH SEPHORA

Fun times with women and families, thanks
to these amazing brands - beautiful outfits
to brighten up gorgeous faces
21 and 22 Nov 2020

POWER UP ONLINE

Power Up Online (PUO)
is a 5-week online
course that helps
women in their journey
towards employment.

There will be at least 1 useful topic each week.
You can complete these topics during
your own time as it will be available
until the end of the course.

Introduction to PUO

Attracting and Creating Success

Strengths Finder

Reinvent Yourself

Getting Interview Ready

Good Communication

Easing in the Workplace

All participants will be paired so they
can help each other with the
assignments. Learning is fun and easy
when you have friends supporting and
encouraging you in class!

Each participant will also be paired
with a Befriender - an experienced DOT
volunteer who will provide support in
your back-to-work journey.

LAUNCH OF POWER UP ONLINE

Online version of DOT's
Confidence Curriculum
17 Apr 2020

Digital Clinic

Your Guide to Anything Related to IT

Jane saw a job opening that she liked, but she needed
to know how to use Charts in Microsoft Excel...

She tried to Google for the answer but there were too
many things which did not seem relevant to her

None of these answer
my question?

Jane then decided to join a Digital Clinic. She just had to
prepare her questions for the volunteers

1. WHERE TO FIND CHARTS?
2. WHERE DOES MY DATA COME FROM?
3. How To MAKE IT LOOK NICE?

During the Digital Clinic, she was matched with a
volunteer and asked her questions. She was now much
more prepared to apply for the job opening!

Join a Digital Clinic
to ask your IT questions
today!

LAUNCH OF DIGITAL CLINIC

21 Jul 2020



LAUNCH OF TIME

Online poverty sensitisation workshop

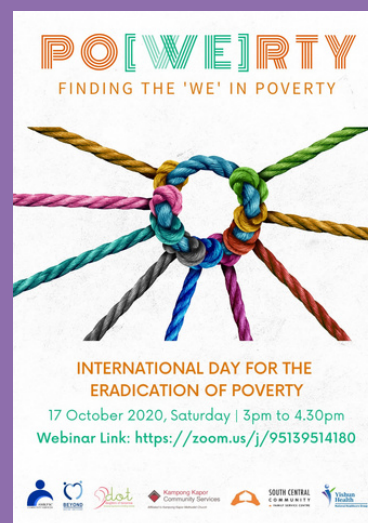
17 Jun 2020
and held monthly afterwards



DOT'S FIRST ONLINE DIALOGUE

A panel discussion amongst social service professionals in MSF, FSC and service users

28 Aug 2020



IDEP ONLINE DIALOGUE

Public awareness session with members of low-income groups sharing insights into their lives

17 October 2020



LAUNCH OF DOTTERS FACEBOOK PLATFORM

Community group for graduates of DOT's programmes

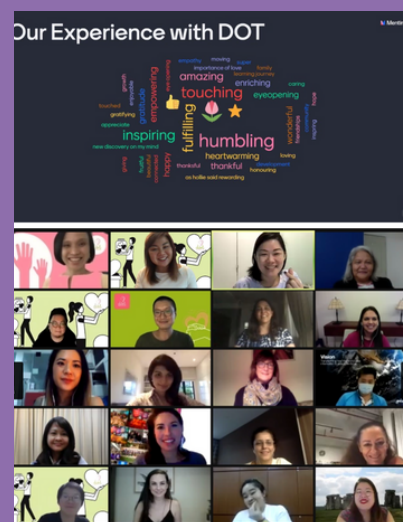
Oct 2020



DOT'S EMPLOYER PARTNERS AWARDS

Celebrating exemplary and innovative HR practices amongst DOT's network of employer partners

6 Oct 2020



DONOR & VOLUNTEER APPRECIATION ONLINE EVENT

4 Dec 2020

ACKNOWLEDGEMENTS

Community Partners

@27 Family Service Centre

AIDHA

Ang Mo Kio FSC (Ang Mo Kio)

Ang Mo Kio FSC (Cheng San)

Ang Mo Kio FSC (Punggol)

Ang Mo Kio FSC (Sengkang)

AWWA FSC

BABES

Beyond Social Services

Boon Lay FSC

Bukit Ho Swee FSC

Care Corner Family Journey Programme

Care Corner FSC (Admiralty)

Care Corner FSC (Queenstown)

Care Corner FSC (Tampines)

Care Corner FSC (Toa Payoh)

Care Corner FSC (Woodlands)

Club Rainbow (Singapore)

Covenant FSC

Daybreak FSC

Fei Yue FSC (Bukit batok)

Fei Yue FSC (Champions Way)

Fei Yue FSC (Choa Chu Kang)

Fei Yue FSC (Taman Jurong SSO)

Fei Yue FSC (Yew Tee)

Her Rise Above

Hougang Sheng Hong FSC

Image Mission

Kampong Kapor FSC

Kreta Ayer Family Services

Lakeside Family Centre - Jurong East

Lakeside Family Centre - Jurong West

Lakeside Family Centre - Taman Jurong

MacPherson Moral FSC

Marine Parade FSC

Marsiling Cares Community Link

Methodist Tampines FSC

Methodist Welfare Services

Monfort Care - Kreta Ayer Family Services

Monfort Care - Marine Parade FSC

New Hope Community Services

Pasir Ris FSC

PPIS FSC (East)

PPIS FSC (West)

Rainbow Centre

Reach Community Services Society



“Alone we can do so little,
together we can do so much.”

- Helen Keller

Rotary FSC
Safe Place
Sembawang FSC
Seng Kang FSC
Serangoon Moral FSC
SHINE
SINDA FSC
Singapore Anglican Community Services
Singapore Children's Society FSC (Yishun)
Singapore Red Cross
St. Andrew's Autism School
Social Service Office @ Ang Mo Kio
Social Service Office @ Bedok
Social Service Office @ Boon Lay
Social Service Office @ Bukit Batok
Social Service Office @ Bukit Merah
Social Service Office @ Chua Chu Kang
Social Service Office @ Clementi
Social Service Office @ Geylang Serai
Social Service Office @ Hougang
Social Service Office @ Jalan Besar
Social Service Office @ Kreta Ayer
Social Service Office @ Punggol
Social Service Office @ Queenstown
Social Service Office @ Sembawang
Social Service Office @ Sengkang
Social Service Office @ Tampines
Social Service Office @ Toa Payoh
Social Service Office @ Woodlands
Social Service Office @ Yishun
Social Service Office @ Clementi
Social Service Office @ Taman Jurong
South Central Community FSC
SPIN
Tampines FSC
Tanjong Pagar FSC
Thye Hua Kwan FSC @ Bedok North
Thye Hua Kwan FSC @ Bukit Panjang
Thye Hua Kwan FSC @ Jurong
Thye Hua Kwan FSC @ MacPherson
Thye Hua Kwan FSC @ Tanjong Pagar
THK EIPIIC
Touch Community Services
Tzu Chi Humanistic Centre
TRANS FSC (Bedok Reservoir)
TRANS FSC (Bedok)
Viriya FSC
Whampoa FSC
Whispering Hearts FSC
Woodlands Youth Network
Yong-en Care Centre

Key Supporters

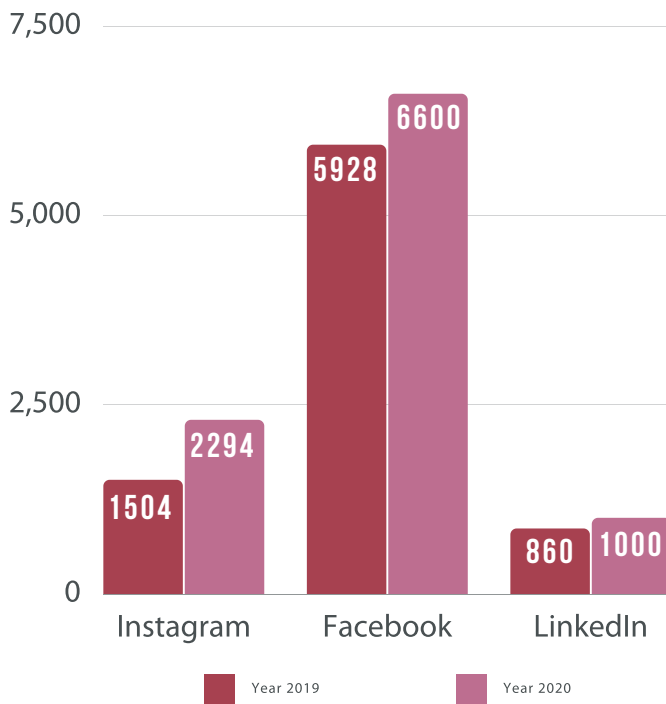
Individuals (who donated \$10k and above), Companies and Foundations who provided practical support through donations, fundraising efforts, volunteering hours and/or donations-in-kind, we wish to sincerely thank you for your support:

Accenture
Align Tech
Allen & Overy
AMD
Axxel Marketing Pte Ltd
Barclays
Bizplanner Consultancy Services
Blackrock
The Body Shop
Caesar Sengupta
CarrieK
Capital Group
Chanel Fondation
Chanel Pte Ltd
Chanel Singapore
Cisco System (USA) Pte Ltd
Cognizant
COTY
Deloitte
DHL
Dow Chemicals
Dymon Asia
Experian
GIC
Goldman Sachs
Google Singapore

Guerlain
Ishk Tolaram Foundation Ltd
Lee Foundation
Dorothy Loh
Love Bonito
Maybank
Micron
Pace Corporate Services Pte Ltd
Party Elves
Pearl Asia Pacific Pte Ltd
Quilt.AI
Rockefeller Philanthropy Advisors
S&P Global
Salesforce
Sephora Singapore
Shiseido
Sodexo
Sun Holdings
SymAsia Foundation Ltd
Total Health Chiropractic
UBS
Wan Consultants Pte Ltd
Woh Hup (Private) Limited
Vine Music Studio
Yong Hsin Yi Neil

COMMUNITY

SOCIAL MEDIA OUTREACH

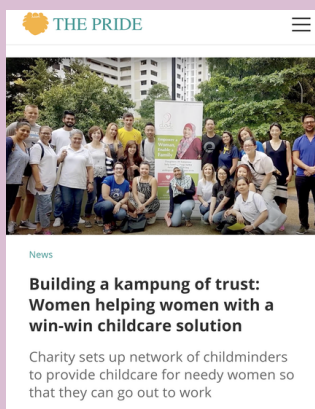


There was significant growth across all of our social media platforms like Instagram, Facebook and LinkedIn.

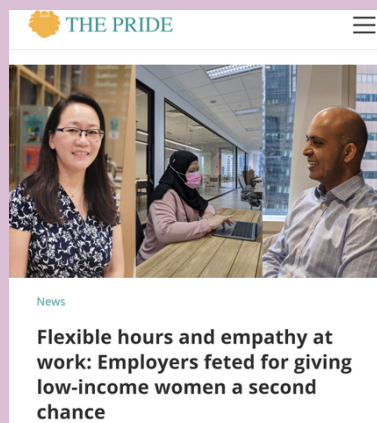
The greatest growth in followers came from Instagram, and we saw a **34% increase** from 2019. Our curated content brought about conversations and engagements within communities, increasing in **total reach up to 12,000** across all platforms.

MEDIA COVERAGE

In total, we had 9 media coverage in digital, print and videos. Circuit Breaker started in April 2020 but the real focus was on Gender Equality, Community Support and Digital Inclusion.



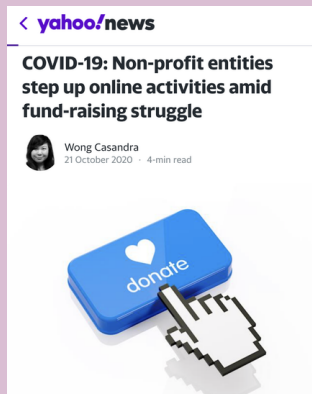
Building a kampung of trust
[Link to article](#)



Flexible Hours and Empathy at Work
[Link to article](#)



The Big Read: Gender equality in S'pore remains elusive amid entrenched attitudes about women's roles
[Link to article](#)



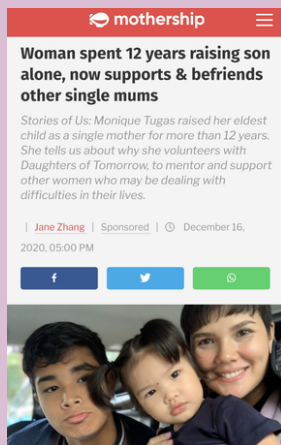
COVID-19: Non-profit entities step up online activities amid fund-raising struggle
[Link to article](#)



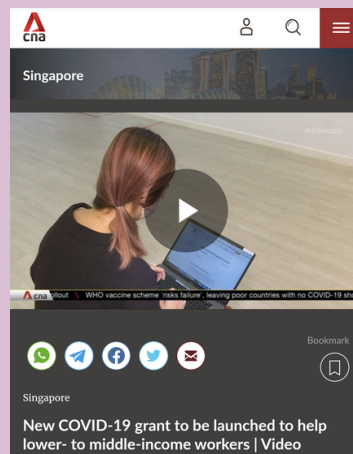
Digital Divide: Career prospects hampered by digital skills gap
[Link to article](#)



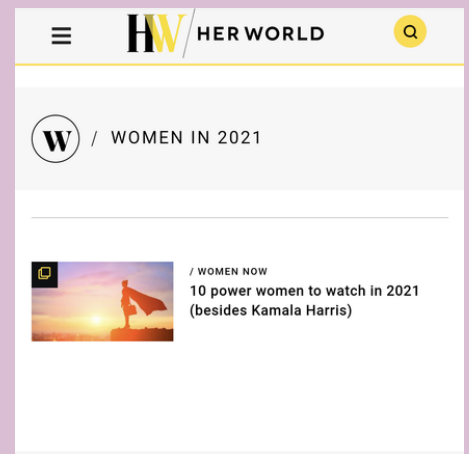
Make A Change
[Link to article](#)



Woman spent 12 years raising son alone, now supports & befriends other single mums
[Link to article](#)



New COVID-19 grant to be launched to help lower- to middle-income workers
 Video
[Link to article](#)



10 Power Women To Watch In 2021 (Besides Kamala Harris)
[Link to article](#)

SPEAKING ENGAGEMENTS



Empowering Women In A Patriarchal Society
 with TODAY (Instagram Live)

FINANCIAL STATEMENTS

COMPANY REGISTRATION NO: 201425430M

DAUGHTERS OF TOMORROW LIMITED
(Incorporated in the Republic of Singapore)

AUDITED FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2020

ACHIEVE PAC
PUBLIC ACCOUNTANTS AND
CHARTERED ACCOUNTANTS, SINGAPORE

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

AUDITED FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2020

CONTENTS	Pages
DIRECTORS' STATEMENT	1
INDEPENDENT AUDITOR'S REPORT	2-4
STATEMENT OF FINANCIAL ACTIVITIES	5-9
STATEMENT OF FINANCIAL POSITION	10
STATEMENT OF CHANGES IN FUNDS	11
STATEMENT OF CASH FLOWS	12
NOTES TO THE FINANCIAL STATEMENTS	13-22

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

DIRECTORS' STATEMENT

The directors present their statement to the members of Daughters of Tomorrow Limited (the "Company") together with the audited financial statements of the Company for the financial year ended 31 December 2020.

In the opinion of the directors:

- (a) the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and the financial performance, changes in funds and cash flows of the Company for the financial year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are as follows:

Isher Jagdeep Kaur
Wiegleb Jennifer Ann
Quek Bee Choo @ Kim Underhill
Chin Lee Yen (Chen Liyan)
Emily Chin Ee Meng
Daniel Campion

Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

Other matters

As the Company is limited by guarantee, matters relating to interest in shares, debentures or share options are not applicable.

Independent auditors

The independent auditor, Achieve PAC, Public Accountants and Chartered Accountants of Singapore, have expressed their willingness to accept re-appointment.

On behalf of the directors,



Quek Bee Choo @ Kim Underhill
Director

Dated 21 JUN 2021



Wiegleb Jennifer Ann
Director

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF DAUGHTERS OF TOMORROW LIMITED
REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Daughters of Tomorrow Limited (the "Company"), which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in funds and statement of cash flows of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Charities Act, Chapter 37 and other relevant regulations ("the Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS") so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and CAS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition; and transactions are properly authorized and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the directors. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Matter

The financial statements of the Company for the financial year ended 31 December 2019 were audited by another firm of auditors who expressed an unmodified opinion on those financial statements on 11 August 2020.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- (a) the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

ACHIEVE PAC
PUBLIC ACCOUNTANTS AND
CHARTERED ACCOUNTANTS
SINGAPORE

 BLK 809 FRENCH ROAD
#05-168 KITCHENER COMPLEX
SINGAPORE 200809
TEL: 62968268/62967912 FAX: 62910732

ACHIEVE PAC
Public Accountants and
Chartered Accountants
Singapore,

Dated: 21 JUN 2021

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	2020			2019		
	Unrestricted funds S\$	Restricted funds S\$	Total funds S\$	Unrestricted funds S\$	Restricted funds S\$	Total funds S\$
INCOME						
Income from generating funds						
Voluntary income						
Donations	1,084,756	124,651	1,209,407	980,549	-	980,549
Grants	110,266	-	110,266	7,550	-	7,550
National Council of Social Service - Invictus fund	50,000	-	50,000	-	-	-
Activities from generating funds	627,175	-	627,175	81,317	-	81,317
Income from charitable activities	-	-	-	72,489	-	72,489
TOTAL INCOME	1,872,197	124,651	1,996,848	1,141,905	-	1,141,905
EXPENDITURES						
Cost of generating funds	166,172	-	166,172	148,294	-	148,294
Cost of charitable activities	460,240	123,276	583,516	324,691	56,728	381,419
Governance costs	17,265	-	17,265	28,484	-	28,484
TOTAL EXPENDITURES	643,677	123,276	766,953	501,469	56,728	558,197
NET INCOME/(EXPENDITURE)	1,228,520	1,375	1,229,895	640,436	(56,728)	583,708
Gross transfer between funds	11	(46,766)	46,766	(31,805)	31,805	-
Net movement in funds	1,181,754	48,141	1,229,895	608,631	(24,923)	583,708
Total funds brought forward	1,005,767	-	1,005,767	397,136	24,923	422,059
Total funds carried forward	2,187,521	48,141	2,235,662	1,005,767	-	1,005,767

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	Unrestricted fund	Restricted fund				Total funds
		DOT's Confidence Curriculum (DCC)				
	General fund	Eldercare		Befrienders	Total	
	fund					
	SS	SS	SS	SS	SS	SS
2020	Note					
<u>INCOME</u>						
Income from generating funds						
Voluntary income						
<u>Donations</u>						
- General	1,084,756	64,651	30,000	30,000	124,651	1,209,407
- National Council of Social Service - Invictus fund	50,000	-	-	-	-	50,000
<u>Grants</u>						
- Government incentives	110,266	-	-	-	-	110,266
	<u>1,245,022</u>	<u>64,651</u>	<u>30,000</u>	<u>30,000</u>	<u>124,651</u>	<u>1,369,673</u>
Activities from generating funds						
Programme income	178,402	-	-	-	-	178,402
Fundraising events	448,773	-	-	-	-	448,773
	<u>627,175</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>627,175</u>
Income from charitable activities						
	-	-	-	-	-	-
TOTAL INCOME	<u>1,872,197</u>	<u>64,651</u>	<u>30,000</u>	<u>30,000</u>	<u>124,651</u>	<u>1,996,848</u>
<u>EXPENDITURES</u>						
Cost of generating funds						
Bank charges	119	-	-	-	-	119
Charges and interests	213	-	-	-	-	213
Communication collaterals costs	4,722	-	-	-	-	4,722
Contract fee	46,671	-	-	-	-	46,671
Depreciation	8 1,205	-	-	-	-	1,205
Event set-up costs	1,169	-	-	-	-	1,169
Insurance	392	-	-	-	-	392
Intern costs	100	-	-	-	-	100
IT / software subscription	1,606	-	-	-	-	1,606
Membership subscriptions	150	-	-	-	-	150
Office expenses	1,937	-	-	-	-	1,937
Online donation portal admin charges	9,374	-	-	-	-	9,374
Refreshment & meals	202	-	-	-	-	202
Transportation-local	87	-	-	-	-	87
Staff costs						
- salaries	82,458	-	-	-	-	82,458
- SDF	217	-	-	-	-	217
- CPF contribution	14,680	-	-	-	-	14,680
- mobile phone allowance	708	-	-	-	-	708
- medical fee	162	-	-	-	-	162
	<u>98,225</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>98,225</u>
	<u>166,172</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>166,172</u>

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020 (CONT'D)**

		Unrestricted fund	Restricted fund				Total funds
			DOT's				
			Confidence Curriculum				
			(DCC)				
			Eldercare	Befrienders	Total		
2020	Note	General fund S\$	S\$	S\$	S\$	S\$	S\$
EXPENDITURES (Continued)							
Cost of charitable activities							
Beneficiary course sponsorship		-	615	-	-	615	615
Communication collaterals costs		83	-	38	-	38	121
Contract fee		116,246	-	30,864	-	30,864	147,110
Depreciation	8	2,375	7,071	402	-	7,473	9,848
Event set-up costs		1,169	(1,816)	-	-	(1,816)	(647)
External Workshop		214	3,400	-	-	3,400	3,614
Financial support costs		20,492	-	258	-	258	20,750
Gifts and trophies cost		1,374	-	-	-	-	1,374
Honorarium for beneficiaries		220	-	-	-	-	220
Insurance		784	130	131	-	261	1,045
Intern costs		700	-	200	-	200	900
IT / software subscription		4,567	265	393	-	658	5,225
Office expenses		1,185	198	197	-	395	1,580
Postage & courier		1,831	-	192	-	192	2,023
Printing & stationery		609	-	195	-	195	804
Refreshment & meals		360	-	5	-	5	365
Rewards & incentives		4,471	-	106	-	106	4,577
Training & development		2,718	-	750	-	750	3,468
Transportation-local		202	8	112	-	120	322
Staff costs							
- salaries		257,398	31,080	37,293	-	68,373	325,771
- CPF contribution		40,045	5,307	5,128	-	10,435	50,480
- mobile phone allowance		1,905	126	366	-	492	2,397
- medical fee		287	50	44	-	94	381
- SDF		628	76	92	-	168	796
- training & development		377	-	-	-	-	377
	4	300,640	36,639	42,923	-	79,562	380,202
		460,240	46,510	76,766	-	123,276	583,516
Governance costs							
Auditors' remuneration		3,800	-	-	-	-	3,800
Contract fee		800	-	-	-	800	800
Insurance		96	-	-	-	96	96
Staff costs							
- salaries		10,647	-	-	-	10,647	10,647
- CPF contribution		1,818	-	-	-	1,818	1,818
- mobile phone allowance		78	-	-	-	78	78
- SDF		26	-	-	-	26	26
	4	12,569	-	-	-	12,569	12,569
		17,265	-	-	-	-	17,265
TOTAL EXPENDITURES		643,677	46,510	76,766	-	123,276	766,953
NET INCOME / (EXPENDITURES)		1,228,520	18,141	(46,766)	30,000	1,375	1,229,895
Gross transfers between funds		(46,766)	-	46,766	-	46,766	-
Net movement in funds		1,181,754	18,141	-	30,000	48,141	1,229,895
Total funds brought forward		1,005,767	-	-	-	-	1,005,767
Total funds carried forward		2,187,521	18,141	-	30,000	48,141	2,235,662

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

		Unrestricted fund General fund S\$	Restricted fund Eldercare S\$	Total funds S\$
2019	Note			
<u>INCOME</u>				
Income from generating funds				
Voluntary income				
<u>Donations</u>				
- Tax deductible	3	403,589	-	403,589
- Non-tax deductible		420,960	-	420,960
<u>Grants</u>				
- Government grant		156,000	-	156,000
- Government incentives		7,550	-	7,550
		<u>988,099</u>	<u>-</u>	<u>988,099</u>
Activities from generating funds				
Fundraising events		81,317	-	81,317
Income from charitable activities				
Programme income				
- Foundation		5,760	-	5,760
- Programme/private		59,729	-	59,729
- Workshop / consultancy		7,000	-	7,000
		<u>72,489</u>	<u>-</u>	<u>72,489</u>
TOTAL INCOME		<u>1,141,905</u>	<u>-</u>	<u>1,141,905</u>
<u>EXPENDITURES</u>				
Cost of generating funds				
Bank charges		163	-	163
Charges and interests		60	-	60
Communication collaterals costs		320	-	320
Contract fee		46,390	-	46,390
Depreciation	8	720	-	720
Event set-up costs		19	-	19
External workshop		699	-	699
Insurance		1,303	-	1,303
Internship fee		1,150	-	1,150
Membership subscriptions		150	-	150
Office expenses		24	-	24
Office utilities		390	-	390
Online donation portal admin charges		3,431	-	3,431
Postage & courier		188	-	188
Printing & stationery		2,317	-	2,317
Property, plant & equipment written off		262	-	262
Refreshment & meals		1,319	-	1,319
Rental of office space		5,209	-	5,209
Reward & incentive		203	-	203
Software and apps subscriptions		324	-	324
Telecommunication expenses		109	-	109
Transportation		3,084	-	3,084
Staff costs				
- salaries		63,251	-	63,251
- SDF		678	-	678
- CPF contribution		10,878	-	10,878
- mobile phone allowance		643	-	643
- medical fee		717	-	717
- training & development		4,293	-	4,293
	4	<u>80,460</u>	<u>-</u>	<u>80,460</u>
		<u>148,294</u>	<u>-</u>	<u>148,294</u>

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (CONT'D)

		Unrestricted fund	Restricted fund	Total funds
		General fund	Eldercare	
		S\$	S\$	S\$
2019	Note			
<u>EXPENDITURES (Continued)</u>				
Cost of charitable activities				
Communication collaterals costs		161	3,465	3,626
Contract fee		111,676	3,675	115,351
Depreciation	8	-	6,634	6,634
Event set-up costs		606	4,129	4,735
External Workshop		780	5,902	6,682
Financial support costs		5,701	265	5,966
Gifts and trophies cost		315	703	1,018
Intern costs		5,700	-	5,700
IT / software subscription		1,918	-	1,918
Local transport		2,294	117	2,411
Office telephone cost		2,500	-	2,500
Printing & stationery		494	29	523
Refreshment & meals		2,003	659	2,662
Staff costs				
- salaries		165,964	28,082	194,046
- CPF contribution		22,994	2,950	25,944
- mobile phone allowance		1,585	118	1,703
	4	190,543	31,150	221,693
		324,691	56,728	381,419
Governance costs				
Auditors' remuneration		4,066	-	4,066
Intern cost		1,150	-	1,150
Staff costs				
- salaries		19,785	-	19,785
- CPF contribution		3,389	-	3,389
- mobile phone allowance		94	-	94
	4	23,268	-	23,268
		28,484	-	28,484
TOTAL EXPENDITURES		501,469	56,728	558,197
NET INCOME / (EXPENDITURES)		640,436	(56,728)	583,708
Gross transfers between funds		(31,805)	31,805	-
Net movement in funds		608,631	(24,923)	583,708
Total funds brought forward		397,136	24,923	422,059
Total funds carried forward		1,005,767	-	1,005,767

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020

	Note	2020 S\$	2019 S\$
ASSETS			
Current assets			
Cash and cash equivalents	6	2,148,241	966,734
Other receivables	7	<u>55,773</u>	<u>18,248</u>
		<u>2,204,014</u>	<u>984,982</u>
Non-current asset			
Property, plant and equipment	8	<u>35,448</u>	<u>27,055</u>
Total assets		<u>2,239,462</u>	<u>1,012,037</u>
LIABILITIES			
Current liabilities			
Other payables	9	<u>3,800</u>	<u>6,270</u>
Total liabilities		<u>3,800</u>	<u>6,270</u>
NET ASSETS		<u>2,235,662</u>	<u>1,005,767</u>
FUNDS			
Unrestricted fund			
General fund	10	2,187,521	1,005,767
Restricted funds			
Eldercare	11	18,141	-
Befrienders	11	<u>30,000</u>	<u>-</u>
		<u>48,141</u>	<u>-</u>
TOTAL FUNDS		<u>2,235,662</u>	<u>1,005,767</u>

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

STATEMENT OF CHANGES IN FUNDS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	Balance at beginning of financial year S\$	Net income/ expenditures S\$	Gross transfers between funds S\$	Balance at end of financial year S\$
2020				
Unrestricted fund				
General fund	1,005,767	1,228,520	(46,766)	2,187,521
Restricted funds				
Eldercare	-	18,141	-	18,141
DOT's Confidence Curriculum (DCC)	-	(46,766)	46,766	-
Befrienders	-	30,000	-	30,000
	<u>-</u>	<u>1,375</u>	<u>46,766</u>	<u>48,141</u>
Total funds	<u>1,005,767</u>	<u>1,229,895</u>	<u>-</u>	<u>2,235,662</u>
2019				
Unrestricted fund				
General fund	397,136	640,436	(31,805)	1,005,767
Restricted funds				
Eldercare	24,923	(56,728)	31,805	-
Total funds	<u>422,059</u>	<u>583,708</u>	<u>-</u>	<u>1,005,767</u>

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	2020	2019
	S\$	S\$
Cash flows from operating activities		
Net income for the financial year	1,229,895	583,708
Adjustment for:		
- Depreciation	11,053	7,354
- Property, plant and equipment written off	-	262
Operating cash flow before changes in working capital	<u>1,240,948</u>	<u>591,324</u>
Changes in working capital		
- Trade and other receivables	(37,525)	(2,775)
- Other payables	<u>(2,470)</u>	<u>(13,087)</u>
Net cash flows generated from operating activities	<u>1,200,953</u>	<u>575,462</u>
Cash flows from investing activity		
Purchases of property, plant and equipment	<u>(19,446)</u>	-
Net cash flow used in investing activity	<u>(19,446)</u>	<u>-</u>
Net increase in cash and cash equivalents	1,181,507	575,462
Cash and cash equivalents at beginning of financial year	966,734	391,272
Cash and cash equivalents at end of financial year	<u>2,148,241</u>	<u>966,734</u>

The annexed notes form an integral part of and should be read in conjunction with the accompanying financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

Daughters of Tomorrow Limited (the "Company") was incorporated on 28 August 2014 as a company limited by guarantee and not having a share capital. The address of the Company's registered office and principal place of business is at 12 Arumugam Road, #01-01, Singapore 409961.

The Company is a charity registered under the Charities Act, Chapter 37 since 19 March 2015 and has been accorded an Institution of a Public Character ("IPC") status since 9 October 2017 to 8 October 2020 and subsequently renewed from 9 October 2020 to 8 October 2022.

The principal activities of the Company is to empower low-income, under-privileged and disadvantage women with skills training, job bridging, back to work support and help them achieve financial self-sufficiency. There have been no significant changes in the nature of these activities during the financial year.

After the outbreak of Coronavirus Disease 2019 ("COVID-19 outbreak") in early 2020, a series of precautionary and control measures have been and continued to be implemented around the globe. The Company will pay close attention to the development of the COVID-19 outbreak and evaluate its impact on the financial position and operating results of the Company. As at the date on which this set of financial statements were authorised for issue, the Company was not aware of any material adverse effects on the financial statements as a result of the COVID-19 outbreak.

2. Significant accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Charities Accounting Standard ("CAS") issued by the Singapore Accounting Standard Council and the disclosure requirements of the Companies Act, Chapter 50 and the Charities Act, Chapter 37. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with CAS requires Management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognised in the financial year in which the estimates are revised and in any future periods affected.

The financial statements are presented in Singapore Dollar (S\$), which is the Company's functional currency.

2.2 Income recognition

Income is included in the statement of financial activities when the following three factors are met:

- The Company becomes entitled to the income.
- Management is virtually certain that the Company will receive the income; and
- The monetary value can be measured with sufficient reliability.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

2.2 Income recognition (continued)

Income is recognised as follows:

(a) Donations

The recognition of a promised donation is evidence of entitlement which normally exists when the donation is formally expressed in writing. Where the entitlement is demonstrable, and no conditions are attached, such promises are recognized as income once the criteria of certainty and measurability are met.

For donations-in-kind, where the value can be estimated with sufficient reliability, they will be recorded as income. Otherwise, the fact that the value cannot be estimated with sufficient reliability will be disclosed in the relevant note.

(b) Grants

Grants including those for the acquisition of property, plant and equipment are recognized as income when there is evidence of entitlement, which will normally exist when the grant is formally expressed in writing. Where entitlement is demonstrable and no conditions are attached, such promises are recognized as income once the criteria of certainty and measurement are met.

Grants with conditions attached are only recognized as income when there is sufficient evidence that the conditions have been met.

(c) Rendering of services

Income from rendering of services is recognized in the statement of financial activities when the services are performed.

(d) Sales of products

Income from the sale of products and donated goods are recognized when the Company has delivered the products to the customers; the customer has accepted the products and the collectability of the related receivables are reasonably assured.

(e) Other income

Other income is recognized upon receipt.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

2.3 Expenditure

All expenditures are accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

Expenditures are recognised as follows:

(a) Cost of generating funds

All cost associated with generating income from all sources other than from undertaking charitable activities are included under cost of generating funds.

(b) Cost of charitable activities

All resources applied in undertaking activities to meet the Company's charitable objectives are classified under cost of charitable activities.

(c) Governance costs

Costs incurred in respect of governance arrangements which relate to the general running of the Company, activities that provide the governance infrastructure, which allows the Company to operate, and to generate the information required for public accountability and costs incurred in relation to strategic planning processes that contribute to future development of the Company are classified under governance costs.

2.4 Property, plant and equipment

Measurement

Property, plant and equipment are stated at cost less any accumulated depreciation. The cost of an item of property, plant and equipment is recognised as an asset if, and only if:

- It is probable that future economic benefits associated with the item will flow to the Company; and
- The cost of the item can be measured reliably.

An item of property, plant and equipment shall initially be measured at its cost. The cost of an item of property, plant and equipment comprises:

- (a) Its purchase price, including legal and brokerage -fees, import duties and non- refundable purchase taxes, after deducting trade discounts and rebates;
- (b) Any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating manner intended by management. These can include the costs of site preparation, initial delivery and handling, installation and assembly, and testing of functionality; and
- (c) 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 the Company incurs either whether 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.

Property, plant and equipment are not revalued and are not required to be assessed for impairment under CAS.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

2.4 Property, plant and equipment (continued)

Depreciation

Depreciation is computed on a straight-line basis over the estimated useful life of the assets as follows:

	Useful Life
Computer	1- 3 years
CRM system	5 years
Furniture and fittings	5 years
Office equipment	3 years

Subsequent expenditure

Expenditure incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, is normally charged to the statement of financial activities in the financial year in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditure is capitalised as an additional cost of property, plant and equipment.

Disposal

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of financial activities.

2.5 Cash and cash equivalents

Cash and cash equivalents include cash on hand and deposits with a financial institution, which are subject to an insignificant risk of change in value.

2.6 Receivables

Receivables excluding prepayments are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

Subsequent to initial recognition, receivables excluding prepayments are measured at cost less any accumulated impairment losses. Prepayments are measured at the amount paid less the economic resources received or consumed during the financial year.

An allowance is made for uncollectable amounts when there is objective evidence that the Company will not be able to collect the debt. Bad debts are written off when identified.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

2.7 Other payables and accruals

Other payables, excluding accruals, are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable and are normally settled within 12 months after the end of the financial reporting date.

2.8 Operating leases

The lease payments under an operating lease shall be recognised on a straight-line basis over the lease term even if the payments are not on such a basis, unless another systematic and rational basis is more representative of the time pattern of the lessee's benefit.

Incentives to sign an operating lease, in whatever form they may take, shall be spread by the lessee on a straight-line basis over the lease term

2.9 Employee benefits

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), on a mandatory, contractual or voluntary basis. The Company has no further payment obligations once the contributions have been paid. The Company's contribution to defined contribution plans are recognised as employee compensation expense when they are due.

2.10 Funds

Unrestricted fund

Income and expenditure relating to the main activities of the Company are accounted for through the general fund in the statement of financial activities.

Restricted funds

Income and expenditure relating to funds set up for contributions/grants received and expenditure incurred for specific purpose is accounted for through the restricted funds in the statement of financial activities.

The assets and liabilities of these funds are accounted for separately. However, for presentation purposes, they are pooled in the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

2.11 Event after reporting date

Post year-end events that provide additional information about the Company's position at the reporting date (adjusting events) are reflected in the financial statements. Post year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

3. Tax deductible receipts

Tax deductible receipts issued by the Company for donations received during the financial year, pursuant to its Institutions of a Public Character ("IPC") status, are recorded as follows:

	2020 S\$	2019 S\$
Statement of Financial Activities:		
General fund:		
- General donations	613,299	403,589
- Fundraising income	<u>253,263</u>	<u>11,000</u>
	<u>866,562</u>	<u>414,589</u>

4. Staff costs

Included in the expenses expended are the following staff costs

	2020 S\$	2019 S\$
CPF and SDF contributions	68,017	40,891
Salaries, allowances and welfare	<u>422,979</u>	<u>284,530</u>
	<u>490,996</u>	<u>325,421</u>

The staff costs were allocated as follows:

	2020	2019
- Cost of generating funds	98,225	80,460
- Cost of charitable activities	380,202	221,693
- Governance cost	<u>12,569</u>	<u>23,268</u>
	<u>490,996</u>	<u>325,421</u>

5. Income tax

The company is a charity registered under the Charities Act since 19 March 2015. Consequently, the income of the Company is exempt from tax under the provisions of Section 13 of the Income Tax Act, Chapter 134.

DAUGHTERS OF TOMORROW LIMITED
(Company Registration No: 201425430M)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

6. Cash and cash equivalents

	2020 S\$	2019 S\$
Cash on hand	-	1,390
Cash at bank	2,148,241	965,344
	<u>2,148,241</u>	<u>966,734</u>

7. Other receivables

	2020 S\$	2019 S\$
Other receivables		
- Prepayments	3,424	1,653
- Donation receivable	48,809	16,595
- Deposits	3,540	-
	<u>55,773</u>	<u>18,248</u>

8. Property, plant and equipment

	CRM System S\$	Computer S\$	Furniture & fittings S\$	Office equipment S\$	Total S\$
<u>Cost</u>					
As at 01/01/2019	33,170	1,354	1,925	849	37,298
Written off	-	-	-	(349)	(349)
As at 31/12/2019	33,170	1,354	1,925	500	36,949
Additions	-	19,446	-	-	19,446
As at 31/12/2020	33,170	20,800	1,925	500	56,395
<u>Accumulated depreciation</u>					
As at 01/01/2019	553	1,185	663	226	2,627
Depreciation	6,634	169	385	166	7,354
Written off	-	-	-	(87)	(87)
As at 31/12/2019	7,187	1,354	1,048	305	9,894
Depreciation	6,634	3,867	385	167	11,053
As at 31/12/2020	13,821	5,221	1,433	472	20,947
<u>Carrying amount</u>					
As at 31/12/2019	25,983	-	877	195	27,055
As at 31/12/2020	19,349	15,579	492	28	35,448

The depreciating charges were allocated as follows:

	2020 S\$	2019 S\$
- Cost of generating funds	1,205	720
- Cost of charitable activities	9,848	6,634
	<u>11,053</u>	<u>7,354</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

9. Other payables

	2020 S\$	2019 S\$
Accruals	3,800	5,600
Amount due to staffs	-	240
Non-trade payables	-	430
	<u>3,800</u>	<u>6,270</u>

Other payables are non-trade in nature, unsecured, non-interest bearing and repayable on demand.

10. Unrestricted fund

General fund

This fund represents the accumulated income for meeting the operating expenses of the Company. Transfers are allowed with authorisation and approval of the directors.

Transfer of funds of S\$46,766 from General fund to DOT's Confidence Curriculum (DCC) fund has been approved to cover the cumulative operating deficits of the DOT's Confidence Curriculum (DCC) fund.

11. Restricted funds

Fund balances restricted by outside sources are indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purposes.

Restricted funds comprise:

(a) Eldercare program

This train & place program supports underprivileged women to join the eldercare sector as a means of employment and livelihood. The program has short and long term gains, namely:

- underprivileged women gain income and employment from providing care to the elderly.
- relieves caregivers within the family (usually women) from the burden of care, so that they can pursue their normal lives and careers.
- prevent women from entering poverty in their old age because they had to sacrifice their careers when they were younger.

(b) DOT's Confidence Curriculum (DCC)

DOT's Confidence Curriculum (DCC) is a series of workshops consisting of personal discovery, soft skills and communications, coaching and professional development modules designed to help women rediscover their talents and strengths while opening their minds to new and greater possibilities in life.

In 2020, the fund was fully utilised.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

11. Restricted funds (continued)

(c) Befrienders

A DOT Befriender can be your guide and companion on your back-to-work journey. Role of a Befriender:

- Positive friendship. She's someone who has your best interest at heart. An encouraging voice and a listening ear.
- She understands your strengths and difficulties, connects you to help and resources (for example classes, workshops and suitable jobs).
- She is the first point of contact when you have a question or a problem.

Net assets of the restricted funds

	Eldercare S\$	Befrienders S\$
2020		
Represented by:		
Cash and cash equivalents	<u>18,141</u>	<u>30,000</u>

12. Related party transactions

The compensation of key management personnel during the financial year was as follows:

	2020 S\$	2019 S\$
Salaries and related costs	58,320	49,035
Employer's CPF contribution	<u>9,876</u>	<u>8,336</u>
	<u>68,196</u>	<u>57,371</u>

Key management personnel are those people having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

There are no key management personnel receiving remuneration exceeding S\$100,000. The Company has no significant transactions with its related parties during the financial year.

The directors did not receive any remuneration from the Company during the financial year.

13. Operating lease commitment

As at the reporting date, the Company has commitment for future minimum lease payments under non-cancellable operating leases as follows:

	2020 S\$	2019 S\$
Not later than one year	43,560	-
More than one year but not more than five years	<u>-</u>	<u>-</u>
	<u>43,560</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

14. Reserve's position and policy

The Company's reserves position for financial year ended 31 December 2020 is as follows:

		2020	2019	Increase/ (decrease)
		S\$'000	S\$'000	%
A	Unrestricted Funds			
	Accumulated general funds	2,188	1,006	117
B	Restricted or Designated Funds			
	Designated Funds	-	-	-
	Restricted Funds	48	-	-
C	Endowment Funds	-	-	-
D	Total Funds	2,236	1,006	122
E	Total Annual Operating Expenditure	767	558	37
F	Ratio of Funds to Annual Operating Expenditure (A/E)	2.85	1.80	

Reference:

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

The reserve policy of the Company is the minimum operating reserve fund is equal to 12 months of average recurring operating costs. In addition to calculating the actual operating reserve at the fiscal year-end, the operating reserve fund minimum will be reported to the Board of Directors and included in the regular financial reports.

15. Authorisation of financial statements

The financial statements were authorised for issue in accordance with a resolution of the directors of the Company on 21 June 2021.

CORPORATE GOVERNANCE

1. Whistleblowing policy

DOT has a Whistleblowing Policy (published on its website) that provide employees with accessible channels for reporting suspected fraud, dishonest practices or other similar matters. Report any misdemeanours to whistleblowing@daughtersoftomorrow.org

2. Media & Communications

As a public-facing organisation, DOT recognises the benefit of media as an important tool of engagement, to communicate with the stakeholders and supporters.

It is important that the reputation of DOT, as well as its affiliated partners and government agencies, is not tarnished in any way by anyone using media tools inappropriately, particularly in relation to any content that directly references DOT. The staff are, therefore, expected to behave and express themselves appropriately and in a manner that is consistent with DOT's media communications guidelines (published on its website).

3. Reserves, Funds & Investment policy

DOT has a Reserves, Funds & Investment Policy to provide clarity in the management of our reserves and to assure stakeholders that we are well-managed and have a strategy for building up reserves of up to two years that is, the unrestricted funds that are freely available for operating expenses, in order to ensure long-term sustainability.

DOT has in place processes and practices to ensure that all fundraising activities are honest, ethical and uphold the public's confidence in fundraising and charities. The Board ensures that all materials used for fundraising contain relevant and accurate information and do not contain any misrepresentation or material omission. DOT ensures that funds and donations are used in accordance with donors' intentions and the specific purpose as communicated when soliciting for donations. Processes are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times.

DOT does not make loans or donations to any party, and has a conservative investor risk profile. DOT only invests in investment instruments that are principal guaranteed or assured, in the form of bank deposits.

4. Conflict of interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest. Board members and staff are expected to avoid actual and perceived conflicts of interest, where they have personal interest in business transactions or contracts that DOT may enter into, or have vested interest in other organisations that DOT has dealings with. They are expected to declare such interests as soon as possible, abstain from decision-making and not vote or participate in matters where they have a conflict of interest.

5. Volunteer Management

As a non-profit organisation, volunteers play an integral role in uplifting the lives of the vulnerable while enhancing resilience in our community. DOT keeps track of their contribution of time, resource and expertise to advance DOT's cause. DOT strives to empower our volunteers with the knowledge and skills sets to make a positive difference in their areas of interest.

6. Disclosures

None of the paid staff received more than \$100,000 annual remuneration.

No Staff is involved in setting their own remuneration.

No Board members received any remuneration from the charity.

The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member.

BOARD OF DIRECTORS



President
Kim Underhill



**Secretary, Nominations
Committee Chair**
Chin Lee Yen



Treasurer
Daniel Campion



Risk Committee Chair
Emily Chin



Audit Committee Chair
Jenny Wiegler



**Women's Support
Committee Chair**
Jagdeep Kaur

BOARD MEETINGS

in Year 2020

5 March - Meeting

Attended by:
Kim Underhill , Emily Chin,
Jennifer Wiegleb, Jagdeep Kaur

30 April - Meeting

Attended by :
Kim Underhill , Chin Lee Yen, Emily Chin,
Jennifer Wiegleb, Jagdeep Kaur, Daniel Campion

19 August - Meeting

Attended by :
Kim Underhill , Chin Lee Yen, Emily Chin,
Jennifer Wiegleb, Jagdeep Kaur, Daniel Campion

6 November - Meeting

Attended by :
Kim Underhill , Chin Lee Yen,
Jennifer Wiegleb, Daniel Campion

*There was a strategy discussion on 29 September

Attended by :
Kim Underhill , Chin Lee Yen, Emily Chin,
Jagdeep Kaur, Jennifer Wiegleb, Daniel Campion

HOW CAN YOU PLAY A PART

Create a better tomorrow for all women and be part of our community today.



Corporate Social Responsibility (CSR)

Partner us for your corporate social responsibility programmes. Email Yingjie@DaughtersOfTomorrow.org



Become an Employer Partner

Provide accessible and sustainable livelihood opportunities for DOT women, email JobSupport@DaughtersOfTomorrow.org



Become a DOT Volunteer

Contribute your time and expertise in various ways that enable our work. [Sign up here](#) and we will be in touch when suitable opportunities for your help comes up.



Become a DOT Befriender

A Befriender provides one on one connection to each beneficiary, acting as a source of support, a helping hand, and pointing to relevant resources and opportunities. To sign up or find out more, click [here](#).



Become a Volunteer Childminder

If you have experience looking after and caring for children, and would like to volunteer your time, please contact Volunteering@DaughtersOfTomorrow.org.



Fundraising and Events

Share awareness amongst your personal networks about struggling families and poverty in Singapore and help to raise much-needed fund to enable our work. Dedicate a birthday, host a charity dinner at home or organize a mini fundraising drive at your office – share with us your idea(s) and get in touch with cheryl@daughtersoftomorrow.org.

#EmpoweringWomen #EnablingFamilies

We wish you the best of health and
thank you for being a part of this
VILLAGE.



From:

DOT team

