

2020-2022 BOARD INFORMATION

	Positions held in AWARE boards since 2010	Current occupation	Board positions outside of AWARE board	Date of appointment
MARGARET THOMAS* <i>President</i>	Ordinary Board Member (2010-2018)	Media consultant	Founding member, TWC2; Board member, Singapore Council of Women's Organisations	30 May 2020
PENNY SHONE <i>1st Vice President</i>	Honorary Secretary (2018-2020)	Company director, business consultant	Community Engagement Committee, Assisi Hospice	
JEAN LOW <i>2nd Vice President</i>	Honorary Treasurer (2016-2020)	Chief Executive Officer of 1880	-	
ELISA KANG <i>Secretary</i>	Co-opted to Board since 2019	Freelance counsellor and company director	-	
AARATHI ARUMUGAM <i>Treasurer</i>	-	Financial controller for Daughters of Tomorrow	President of MASIS	
ZHENG HUIFEN <i>Assistant Treasurer</i>	-	Corporate lawyer with international bank	-	
JASMINE NG <i>Board Member</i>	Ordinary Board Member (2012-2018); 1st Vice President (2018-2020)	Director, executive producer (film/TV)	President of the Singapore Association of Motion Picture Professionals	
WYNTHIA GOH <i>Board Member</i>	Assistant Treasurer (2018-2020)	Head of NEXT Digital at NCS	-	
ASIYAH ARIF <i>Board Member</i>	-	Litigation lawyer at a local law firm	-	

* **Board member who has served more than 10 consecutive years.** Margaret Thomas, an AWARE founding member, was on the 2009-2010 Executive Committee, and has been on the Board since 2010. She did not stand for election to the Board for the 2014-2016 and 2016-2018 terms, but the two Boards decided to co-opt her as they felt they would benefit from her many years of experience at AWARE and as a journalist. Margaret decided to stand for election as President for the 2018-2020 as AWARE was approaching its 35th year and she wanted to help shape the plans for the next phase of AWARE's growth. She stood again as President in 2020 in order to oversee the completion of the leadership succession and other organisation development plans.

2021 ATTENDANCE FOR BOARD MEETINGS

A total of 12 Board meetings were held in the year 2021.

Name	No. of meetings attended in 2021	Additional notes
Margaret Thomas	12/12	
Penny Shone	10/12	Overseas in July, Sept
Jean Low	11/12	Excused Mar
Elisa Kang	12/12	
Jasmine Ng	12/12	
Wynthia Goh	9/12	Excused Mar, Aug, Dec
Aarathi Arumugam	9/12	Excused Mar, May, Sept
Zheng Huifen	11/12	Excused Nov
Asiyah Arif	11/12	Excused Dec

2021 MAJOR BOARD DECISIONS

- February 2021
 - Approved the Annual Plans of ARC, CARE, Catalyse and the Fundraising and Volunteer Management team.
 - Approved the proposed increases in salaries, bonuses and promotions.
 - Approved the changes in salary and performance bonus review timings.
 - Approved 2021 Budget and Financial management plans.
 - Approved awarding a long service award to the AWARE Executive Director who has served full-time since 2010.
- March 2021
 - Approved CARE's proposal to raise counselling fees.
 - Approved removing the SACC night helpline (from 6pm – 10pm), and reduce coverage of the operating hours from 90% - 70%.
 - Approved the audited financial statements of YE 31 Dec 2020.
- April 2021:
 - Approved ratification to change the method of overhead attribution to the operational departments, as a management fee and an admin fee.
 - Approved Resolution on the Governance Evaluation Checklist.
- July 2021:
 - Approved Resolution for Board Members to claim reimbursement as a follow-up item from the External Auditors Governance report.
 - Approved a new anti-harassment and discrimination policy for AWARE.
- August 2021:
 - Approved reduced fundraising budget targets, due to COVID-19 and the inability to organize in-person fundraisers.
- September 2021:
 - Approved the three-year strategic plan, "Build-Connect-Inspire".
 - Approved Amendment of Rules/Articles as required by the Registrar of Societies and Commissioner of Societies.
- October 2021:
 - Approved the 24th April 2020 AGM minutes.
 - Approved the job profile scope of a Director, Development and Operations role for AWARE.
- Nov 2021:
 - Approved the Resolution to set up a new fund for the *Growing Up Indian* fundraiser and book project.
- Dec 2021:
 - Approved 2022 Department Annual Plans.
 - Approved 2022 AWARE Budget in principle.
 - Approved 2021 Bonus Proposal in principle.