

FORGING PARTNERSHIPS FOR A STRONGER CWA



Cycling Without Age Singapore Annual Report
May 2019 to April 2020

As I reflect upon the year that has passed, I remain even more humbled to be part of this organisation as its Chairman. The bookends of our fiscal year have been marked with circumstances that challenged us and tested our mettle as a team. COVID-19 hit Singapore and the rest of the world with a swiftness and impact that left us all reeling. Indeed, as a nation and all around the world, each person has experienced a form of social isolation. Whether it be physical distancing, the inability to fly across to our loved ones, or not having the opportunity to go through our daily routine – every single person has experienced a shift in his or her way of life.

This integral shift is also what presents the best opportunity for Cycling Without Age Singapore (CWA Singapore) to bring to light more than ever the issue we are trying to address – social isolation. In this space, amidst challenges, we have remained true as an organisation to living out our mission of combating social isolation. We remain steadfast in our commitment to champion stronger relationships, to promote intergenerational bonding & senior empowerment and to build a sustainable and liveable city.

With a new leadership in place and with a team that is aligned on a common purpose and drive, the Board of Directors is confident that CWA Singapore will continue to serve our communities with the passion and excellence that has been a hallmark of the organisation.

Together, we look forward to building a better world with our partners and friends in Singapore and beyond.



A stylized, handwritten signature in black ink, appearing to read 'Yeoh San'.

Yeoh Cheng San Aaron

A MESSAGE FROM THE GENERAL MANAGER



Our annual report for 2019-2020 is aptly named ‘Forging Partnerships for a Stronger CWA.’ We are intentional in the use of the word *forge*, as it means to be shaped through heat or fire. The past year has indeed been a year of testing for Cycling Without Age Singapore – but one that has also shown us the depth of our friendships in the community and the commitment of our supporters.

From the temporary cessation of our operations as we worked with regulatory agencies to allow our trishaws to ply the paths of Singapore, to the onset of a global pandemic during a change in our company’s leadership, this has been our most challenging year to date.

Yet, this has also been the year we celebrated the most significant milestones, such as receiving our IPC status and setting a Singapore record for the most number of seniors out on a trishaw ride. It has also been the year when we made the most connections: the year we established the most numbers of partnerships with new organisations, and recruited a third of our current volunteer base.

These partnerships and our stronger volunteer network have enabled CWA Singapore to move ahead. We worked alongside individuals and organisations that share our vision of drawing the community closer in a united effort to help seniors combat social isolation. These people have taken up the banner of CWA Singapore and have helped uplift the organisation. Their voices amplified our cause. Their actions fuelled the enthusiasm and passion that fiercely burned in the team and allowed us to reach the many milestones we achieved.

I am proud and humbled in equal measure to share this journey with you. This is the CWA Singapore story of the year that was – and our salute to the individuals and organisations that walked with us along the way!


Addie Elicano

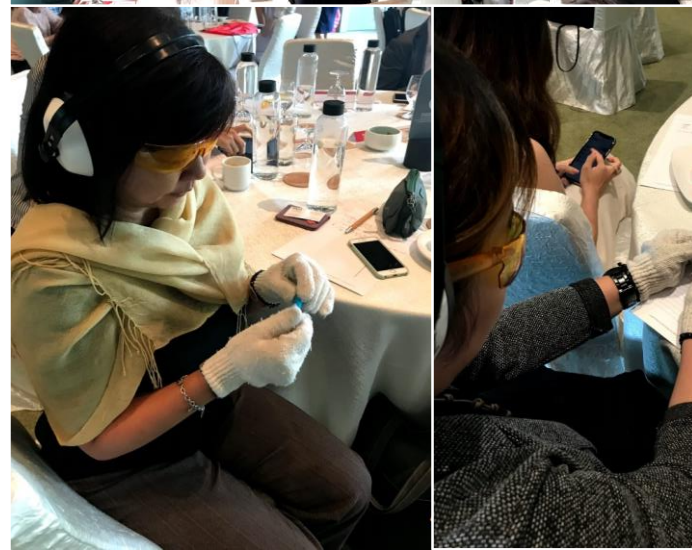
MAY TO JULY 2019

Since the launch of Moving Generations in August 2018, Cycling Without Age Singapore's trishaws have been placed in 12 strategic locations around Singapore to provide free trishaw rides to seniors in the community. These locations included: Ang Mo Kio, Bedok, Bukit Merah, Hougang, Kallang, Pandan Gardens, Punggol, Queenstown, West Coast, Woodlands, Yew Tee, and Yishun.

In May, Cycling Without Age Singapore and the Land Transport Authority conducted a joint review of the existing routes of the Moving Generations programme in light of revisions to the Active Mobility Act and indications that the trishaw's specifications are beyond allowable specifications to be on footpaths. This led to a four-month halt in our trishaw rides as LTA coordinated with the Ministry of Transport for an exemption order for 8 of the 12 locations we had. The other locations had pathways that were deemed too narrow for our trishaws to operate in.

In April, a new CWA programme, Building Generations, started. This programme was convened in partnership with the Sage Foundation and focused on building confidence and instilling life skills on youth at-risk. A full programme write-up is available in the later pages of this report.

On 30 May, The Danish Embassy hosted the Lifelong Living Conference. Cycling Without Age Singapore shared its aging simulation training with a group of volunteer participants from the audience, joining the CWA team on stage. These participants were able to experience the aging suit and an annotated version of the training which helps to foster empathy. CWA was also able to share further about the organisation's initiatives to support seniors in combating social isolation. Feedback from the aging simulation activity was overwhelmingly positive and paved the way for further inquiries at our exhibitor booth.

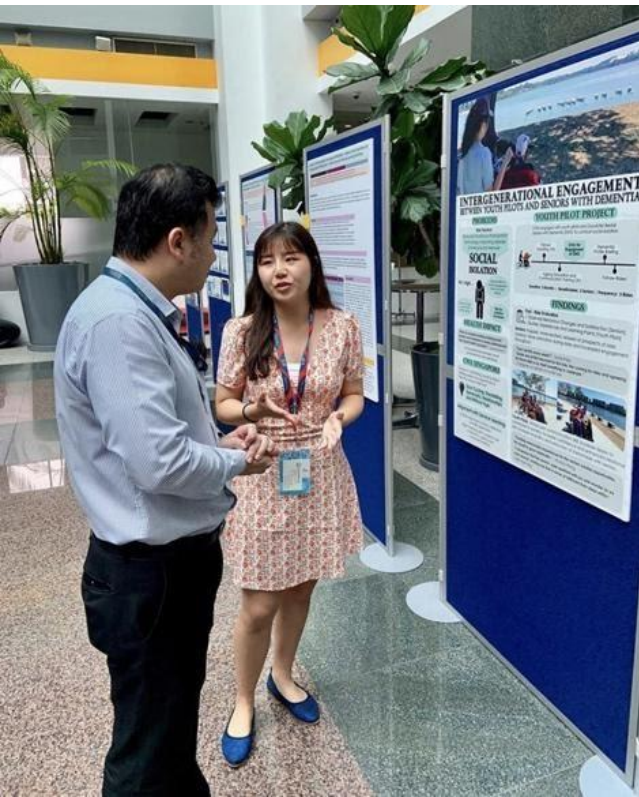


THE YEAR THAT WAS

MAY TO JULY 2019

From 19 to 21 June, the Singapore University for Social Sciences invited CWA to speak at the 7th Asia-Pacific Regional Conference on Service-Learning. Here, CWA had the opportunity to share results of a range of programmes including Moving Generations, Building Generations, and a pilot programme focused on seniors with dementia, convened in partnership with Goodlife! This pilot programme demonstrated the positive impact of trishaw rides on seniors with dementia. This pilot was featured during the conference's poster presentation session.

In July, CWA kicked-off a three-month fundraising initiative partnering with Iron Project 2019. This group of NTU students have adopted CWA as their charity of choice as they prepared for their triathlon in Langkawi. The fundraising partnership commenced with a charity run around Esplanade and the Marina Barrage on 20 July.



AUGUST TO OCTOBER 2019

Part of the three-month fundraiser with Ironproject 2019 also included a lovely cycle with 36 seniors around Jurong Lake Gardens in August, and a swimathon in September where our very own volunteers went toe to toe with the Ironproject athletes and students of GEMS World Academy as they raced to swim laps for CWA. This amazing partnership raised over \$10,000 in funds for our continued operations.

On 31 August, we saw President Halimah Jacob once more on our trishaw for the car-free weekend edition of the Urban Redevelopment Authority held at one-north. President Halimah signed a plaque of our impact to our seniors and volunteers, and then enjoyed a trishaw ride around the Fusionopolis area. This was a fitting event as it was also the anniversary of our Moving Generations programme and we were thrilled to have President Halimah on our trishaw again!

In September, our CEO Marieke was featured in a short film entitled “One Dish at a Time” and told of her friendship with our brand ambassador Auntie Annie, on and off the trishaw. The film featured Marieke and Annie, together with several more unique friendships and was launched on 6 September with Ms. Grace Fu, Minister for MCCY in attendance.



AUGUST TO OCTOBER 2019



On the same day (6 September), we welcomed a new corporate partner on board – Accenture – whose legal team engaged with 20 seniors and took them for rides around the scenic Boat Quay area.

On 20 September, the exemption order was passed into law and Cycling Without Age Singapore could continue to take seniors on trishaw rides along Pandan Gardens, Bedok, Bukit Merah, West Coast, Yishun, Woodlands, Choa Chu Kang and Ang Mo Kio.

By this time, volunteers were eager to get back on a trishaw – and we saw a good uptake in shifts throughout October after the exemption order was passed. Another corporate organisation – Aedas – partnered with CWA Singapore to give rides to seniors of RenCi Nursing Home in Ang Mo Kio in October.



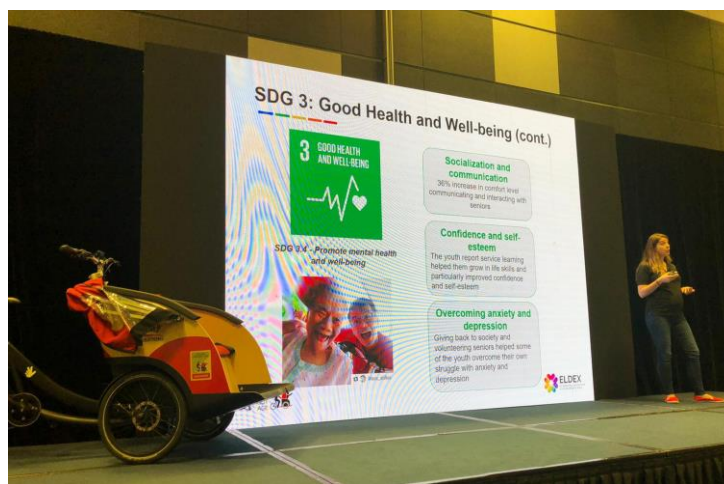
NOVEMBER 2019 TO JANUARY 2020



The closing of the year saw a flurry of activities for Cycling Without Age Singapore. November proved to be an especially action-packed month, with five major events held each weekend. These were:

(1) Our participation as charity of choice during the first Eldercare Exhibition and Conference (ELDEX) Asia. ELDEX Asia focuses on active aging by emphasising nutrition and exercise via its medical conference. CWA Singapore was also invited to present about its aging simulation training during the conference, as well as give short trishaw rides around the exhibit area to raise awareness for our cause.

(2) Our Art Sale by Gabriel Frattini, a renowned artist and restaurateur who donated 50% of his art sales towards CWA Singapore. The event was graced by one of our patrons, HE Margriet Vonno, Ambassador of the Netherlands to Singapore and Brunei.



NOVEMBER 2019 TO JANUARY 2020



(3) **Setting a Singapore Record with Singapore Book of Records – in partnership with Sentosa Cove Management, Zendesk, SG Bike, Sole Pomodoro, Mykonos on the Bay, HEB Ashram and YMCA, we managed to take out 161 seniors for a day of trishaw rides around the beautiful Sentosa Cove.** We also joined the annual Sentosa Cove Holiday market to give rides to more people and promote our cause to residents of Sentosa.

(4) CWA Singapore also joined the St Luke's Eldercare Carnival on 23 November, where we engaged with senior clients of St Luke's together with their families for free trishaw rides.

(5) We also partnered with the Office of the Prime Minister at the Smart Nation Family Fiesta at Downtown East, where we gave free trishaw rides, collected community feedback on our cause (all our visitors at the booth wrote lovely words of encouragement!) and gave three abbreviated aging simulation sessions for the young and young at heart to build more empathy towards seniors.



NOVEMBER 2019 TO JANUARY 2020

A last but very notable event in November is the announcement of CWA attaining IPC status. This major achievement enables the organisation to offer tax relief claims of up to 250% to CWA donors. With this comes great governance responsibility and greater attractability for donors.

It was lovely ushering in December with Giving Week, where M+S Developments partnered with CWA Singapore and hosted us at the Giving Week Marketplace in Marina One. From 2-6 December, CWA Singapore joined other social enterprises and charities in promoting our cause and soliciting donations from the Marina One Community. We ended Giving Week with a team event, as CWA staff took out seniors from Sree Narayana Senior Care Centre on trishaw rides to Admiralty Park.

The days following Giving Week were still busy ones as we prepared for our Volunteer Appreciation Night, the first event in 2020, held on 16 January at our office, The Atrium@Orchard.



FEBRUARY TO APRIL 2020

February saw the intensifying of the COVID-19 virus, and with this came the government's declaration of DORSCON Orange on 7 February. In line with safety measures, CWA had to halt all trishaw rides which limited engagement with the organisation's beneficiaries. However, a shift was later made to optimise virtual engagement opportunities between volunteers and seniors.

From 17 to 21 February, we played host to a group of students from Fontys School of Communication in the Netherlands. As their second time partnering with CWA, the students of Fontys received an immersive onboarding session and had the opportunity to meet and interview some of the CWA volunteers. The students were also able to experience riding the trishaws as well. After a week in Singapore, the students had to propose a new brand book for CWA that would potentially be deployed for engagement with corporates. The final brand books were submitted to CWA in April, together with videos of CWA which have been implemented to promote CWA's cause.

While awaiting the developments around COVID-19, CWA began finalising the first of the environments of an upgraded aging simulation programme which is delivered through virtual reality (VR). The production of this training programme was enabled through a technology and productivity grant awarded by NCSS, with Silverwings as CWA's selected VR vendor and partner. In late February and early March, CWA convened a series of trainings encompassing a total of 460 students. The students were amongst the very first to receive the upgraded aging simulation using the first VR environment.



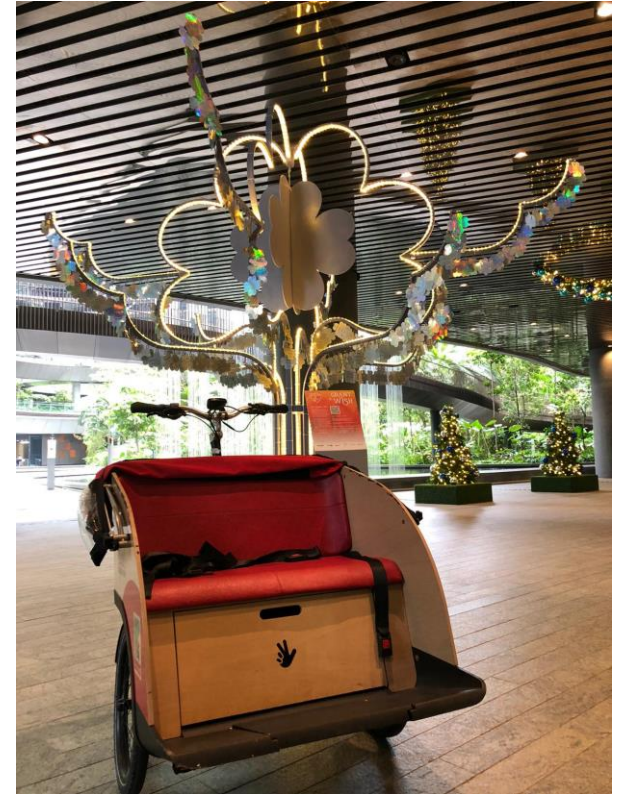
FEBRUARY TO APRIL 2020

In early April, it was with mixed emotions CWA's CEO Marieke Bink announced her resignation to pursue other opportunities. In her tenure with CWA, she was integral in driving the chapter's expansion efforts. She will be remembered for her advocacy and passion towards the seniors, firmly striving to bring the wind in their hair. In early April as well, the Singapore government declared a circuit breaker period that imposed major restrictions to combat the spread of COVID-19. Due to the declaration of COVID-19 as a global pandemic, engagement with vulnerable groups such as the seniors did not look possible for what could be the rest of 2020.

During this time of transition, the Board of Directors appointed Addie Elicano as the new leader of the CWA Singapore team in the capacity of General Manager. Throughout this period of changes and in light of the projected impact of COVID-19 on CWA's core operations, Addie Elicano worked closely with the team to jumpstart organisational transformation. The core of CWA encompasses high-touch, in-person interaction with seniors. What does this core mean for CWA in light of COVID-19 and what opportunities exist to fit the changing needs of our beneficiaries?

CWA ended the fiscal year with one question top of mind – “Who are we as an organisation without our trishaws?” A strategy consultancy engaged the organisation through the process of responding to this critical question. The answer arrived at as a team is, CWA would cease to exist without the trishaws and thus the trishaw is a vital component of CWA.

In this light, CWA strategised means to incorporate the trishaw into a pivot towards new service offerings to our programme beneficiaries. Strategy planning then commenced for the remainder of 2020 and beyond. At this point in time, the partnerships forged throughout the past year have further strengthened the foundation of CWA Singapore. While this COVID-19 period brings uncertainty, CWA firmly believes it also brings great opportunity. During this period of exploration and innovation, CWA remains more confident than ever in its ability to deliver on its mission and serve beneficiaries across Singapore.



KEY MILESTONES IN OUR PROGRAMME YEAR

Good Life! Collaboration

In May 2019, a 3-month pilot programme was completed in partnership with Good Life!, a senior care organisation. Youth pilots from Moving Generations gave rides to seniors with dementia (SwDs) on a routine basis during this time frame. Prior to the rides, the youth pilots also received a two hour training on what to expect when interacting with SwDs. Clinical staff from Good Life! conducted post-ride evaluations for the three seniors receiving the rides. Caregivers were also included in these evaluations. CWA conducted post-ride interviews with the Moving Generations youth pilots. Findings from the observations indicate the seniors were happier and more excited at the prospect of going on rides outdoors. They also had an increase in their engagement during the rides and caregivers reported that the seniors were more animated. The youth pilots reported their own communication skills with the seniors increased as well as increases in their confidence and relational skills. The youth also shared that their empathy for seniors increased as well as a reduction in some of the stereotypes they previously held of seniors. Also of interest from the youth was an increased desire to contribute to society.

Moving Generations Programme Impact Shared at APAC Regional Service-Learning Conference

The Moving Generations program was represented at the 7th Asia-Pacific Regional Conference on Service-Learning held 19 - 21 of June 2019 at Singapore University of Social Services. Two sessions were convened by CWA. One session offered participants the experience of the aging simulation as part of the empathy and communication skills training the youth pilots within Moving Generations receive. The other session focused on the findings from the impact study with an emphasis on the positive impact the program is having on youth pilots. In particular, youth report a 36% increase in their comfort level communicating and interacting with seniors. In addition, youth report a 26% improvement in empathy towards seniors. The impact study was convened under the direction of Steward Redqueen, a consultancy that focuses on sustainability and measuring impact.



"I remember that the senior's eyes sparkled with joy and wonder as we rode him around, making him feel a sense of fulfilment from deep within." -Youth Pilot, Wan Ting Koh



Ten Trishaws Cycle Along Orchard Road to Commemorate the opening of the Temasek Shophouse

Moving Generations participated in the opening of Temasek Shophouse in June 2019. With all ten of our trishaws, youth pilots cycled along Orchard Road with twenty seniors from nursing homes across the Moving Generations partner locations. The route commenced at Handy Road and travelled to the National Museum of Singapore. This high-profile event gave the programme as well as CWA Singapore even greater visibility to the public.

Celebrating Moving Generation's First Anniversary

President Halimah Yacob graced us with her presence on our trishaw again during car-free weekend in August 2019. She was the guest of honour during URA's car-free weekend at one-north. We were able to share the impact of the rides on the youth and seniors, and she was thrilled to learn of these successes. The August timing also marked the one year anniversary of the launch of Moving Generations. The programme launch involved President Halimah Yacob receiving a trishaw ride throughout Gardens by the Bay (August 2018).

SUSS Community Engagement Fair

For the second straight year, CWA has exhibited at the SUSS Community Engagement Fair held at their campus. The goal is to share about opportunities for their students to participate in the Moving Generations program as well as increase student participation. To date we have had more than twenty students dedicate their service-learning projects to our intergenerational bonding program. Through activities such as these we continue to strengthen our relationship with SUSS and other university partners.



Rides and Impact in Review

From May 2019 to April 2020, over 2,000 rides have been given to seniors with over 1,000 unique seniors receiving trishaw rides. An additional 110 youth pilots have been recruited and trained to cycle as youth pilots within this same time period. The rides are incredibly well-received by the seniors with satisfaction rates which exceed 97 percent. Additionally, 95 percent of seniors report they have opportunities to share life stories and experiences with the youth during the trishaw rides. Further, more than half of seniors report that they feel more engaged with community and experience and increase in their mood and outlook on life. We continue to track our impact in alignment with the United Nations Sustainable Development Goals.

Future Plans: 2020 and Beyond

As the Moving Generations programme enters its final year, the team is working on plans to ensure the transition from a pilot programme to steady state. This includes expanding the programme beneficiaries based on the highly positive impact on our senior beneficiary group, as well as deepening our long-term corporate partnerships.

CWA has secured funding to enhance the aging simulation training from its current delivery model to a highly immersive experience through virtual reality (VR). This aging simulation has also resulted in considerable productivity gains as less staff hours are needed to conduct the training and the training time itself has been condensed as VR experience heightens the simulation. Upon completion, this simulation will be incorporated into the aging and communication skill training which is slated to roll out to the Moving Generations youth pilots in Q4 2020.



PROGRAMME RECAP

A journey with Singapore youth

In April 2019 we kicked off our Building Generations programme. This programme was a collaboration with Sage Foundation, YMCA Elevate 2019 and CWA Singapore. Through this programme, we equipped youth with practical life skills to be successful in the future while also enriching their lives and the lives of seniors in the process. Some of these youth might have fallen through the conventional education system or come from disadvantaged backgrounds. As a result they become at risk of dropping out of school, and less likely to transition into their adult years with financial independence, career success, and economic stability. CWA Singapore strongly believes that, given the right tools and catered training, these youth can be successful using unconventional means.

With an Aging Simulation, Empathy and Communication Skills training the youth learned different communication styles while going through interactive activities. After receiving two trishaw handling training the youth participated in a few interactive sessions with residents from Sree Narayana Mission Nursing Home Yishun and sang karaoke songs with seniors going to Thong Kheng Senior Activity Centre!

Once the youth showed their communication skills during the engaging activities with the seniors they were ready to get out on the trishaw. Every week the youth went down to our senior care partners to take the seniors out for a trishaw ride. During the rides the youth received advice from the seniors, they talked about signature Singapore dishes and the challenges young and old face today. Most of all we saw a lot of smiles and heard loud laughing during the trishaw rides, from both the youth and the seniors.



During the last day of this programme, the youth and invited seniors were part of our Singapore Record by bringing out the most seniors for a free trishaw ride at Sentosa Cove. Here the youth could show what they have learned throughout the programme and they received a personal certificate of participation in Building Generations 2019.

This project impacted the community by fostering social connectedness between the youngest and the oldest generations.

The results of the programme showed a significant increase in self-confidence and communication skills of the youth. The programme made the youth feel closer to their friends, the seniors and community. The youth also showed a significant increase in their empathy towards seniors.

These outcomes will have an impact on a broader community as confidence, communication and empathy are life skills the youth can use in a range of sessions as well as easily transfer within their daily life. With these skills they have the availability to contribute and give back to the community.



By the Numbers



18 Youth



200 senior beneficiaries



7%



Self-confidence
communication skills
empathy toward seniors

Excerpts from our audited financial statements

Cycling Without Age Singapore Ltd.

STATEMENT OF FINANCIAL ACTIVITIES

For the Financial Year Ended 30 April 2020

Note	Unrestricted fund	Restricted funds			Total funds	Unrestricted fund	Restricted funds	Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund				
	2020	2020	2020	2020	2020	2019	2019	2019
	\$	\$	\$	\$	\$	\$	\$	\$
Income								
Voluntary income:								
Donations	51,677	-	-	-	51,677	31,072	-	31,072
Donation in kinds	-	-	-	-	-	-	13,095	13,095
Activities for generated funds:								
Events - Trishaw rides	5,846	4,805	-	-	10,651	2,520	-	2,520
Fund-raising	15,587	-	-	-	15,587	485	-	485
Volunteer management fee	-	-	-	-	-	12,231	-	12,231
Training	16,526	-	-	-	16,526	890	-	890
Grants	27,965	109,200	-	63,520	200,685	-	105,693	105,693
Other income	356	-	-	-	356	-	-	-
	117,957	114,005	-	63,520	295,482	47,198	118,788	165,986
Less: Cost of generating fund								
Fund raising expenses	3,692	-	-	-	3,692	-	-	-
Programme activities and event	9,037	3,263	-	63,520	75,820	3,176	35,985	39,161
	12,729	3,263	-	63,520	79,512	3,176	35,985	39,161
Less: Governance and administrative costs								
Auditor's remuneration	1,822	1,568	-	-	3,390	1,250	1,250	2,500
Bank charges	106	45	-	-	151	68	50	118
Depreciation of plant and equipment	-	37,697	-	-	37,697	-	35,505	35,505
General and administration	2,214	1,698	640	-	4,552	1,698	397	2,095
Insurance	-	1,568	-	-	1,568	-	2,544	2,544
Legal fees	868	-	-	-	868	1,445	4,526	5,971
Licences	327	2,453	-	-	2,780	269	2,420	2,689
Balances brought forward to next page	5,337	45,029	640	-	51,006	4,730	46,692	51,422

From the total donations of \$51,677, \$12,915 is tax deductible and \$38,762 is non tax-deductible. Our fundraising efficiency ratio was 24%, which was kept below the 30% ratio required. This is in compliance with the 30/70 fundraising ratio rule.

Cycling Without Age Singapore Ltd.

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 30 April 2020

Note	Unrestricted fund	Restricted funds			Total funds	Unrestricted fund	Restricted funds	Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund		2019	2019	
	2020 \$	2020 \$	2020 \$	2020 \$		2019 \$	2019 \$	
<i>Balances carried forward from previous page</i>	5,337	45,029	640	-	51,006	4,730	46,692	51,422
Office rental	-	10,788	-	-	10,788	-	8,298	8,298
Public relation cost	15	440	-	-	455	600	8,775	9,375
Repairs and maintenance	89	11,910	-	-	11,999	174	13,568	13,742
Shipment and delivery	-	-	-	-	-	-	15,918	15,918
Staff costs	4,500	123,579	12,120	-	140,199	-	81,124	81,124
Stationary, photocopy and printing expenses	252	271	-	-	523	259	397	656
Sundry expenses	233	35	-	-	268	-	-	-
Telecommunication and internet	714	1,488	249	-	2,451	-	1,050	1,050
Training cost	711	250	-	-	961	-	1,033	1,033
Transportation and travel	2,994	7,446	1,129	-	11,569	594	7,910	8,504
Volunteer cost	32	1,142	-	-	1,174	-	417	417
	14,877	202,378	14,138	-	231,393	6,357	185,182	191,539
Total expenditure	27,606	205,641	14,138	63,520	310,905	9,533	221,167	230,700
Surplus/(Deficit) before taxation	90,351	(91,636)	(14,138)	-	(15,423)	37,665	(102,379)	(64,714)
Less: Income tax expense	11	-	-	-	-	-	-	2,082
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	90,351	(91,636)	(14,138)	-	(15,423)	37,665	(102,379)	(66,796)

Total expenditure for the year is \$310,905. This shows a \$15,423 deficit, however we had a surplus of fund amounting to \$200,695 in fiscal year 2019 and this balance carried over to the fiscal year 2020, thereby giving us a surplus fund of \$185,272 as reflected in the Statement of Changes in Funds found on the next page.

Furthermore, the charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.

FINANCIAL STATEMENTS

Cycling Without Age Singapore Ltd.

STATEMENT OF CHANGES IN FUNDS
For the Financial Year Ended 30 April 2020

	Unrestricted	Restricted		Total
	General fund	Temasek grant fund	Sage grant fund	Funds
	\$	\$	\$	
As at 1 May 2018	1,905	265,586	-	267,491
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	35,583	(124,072)	21,693	(66,796)
As at 30 April 2019	37,488	141,514	21,693	200,695
Surplus/(Deficit) for the financial year, representing total comprehensive income for the financial year	90,351	(91,636)	(14,138)	(15,423)
As at 30 April 2020	127,839	49,878	7,555	185,272

DECLARATIONS AND POLICIES

Board meetings for fiscal year 2020

There were a total of 10 board meetings held throughout FY2020, and these were held on the following dates:

7 May 2019, 5 July 2019, 21 August 2019, 1 October 2019, 25 November 2019, 3 February 2020, 24 February 2020, 2 April 2020, 7 April 2020 and 24 April 2020.

The CEO and Board of Directors' attendance in these meetings are as follows:

Aaron Yeoh - attended all meetings

Marieke Bink- attended all meetings except the meetings held on 2, 7 and 24 April 2020 (absent in 3 meetings)

Ken Hickson- attended 3 meetings, resigned 3 October 2019

Siang Ter Foo- attended all meetings

Michael Shearer- attended 6 meetings

Dorothy Teo- attended all meetings

Yos Pang- attended 3 meetings, appointed 20 March 2020

Financial reserves policy

Our reserves position is as follows:

Unrestricted funds	Current year (\$)	Previous year (\$)	% increase / (decrease)
Total funds	\$127,839	\$37,488	\$90,351
Ratio of reserves to annual operating expenditure	0.4	0.16	0.24

The reserves that we have set aside are a means for us to build up the capability to be self-sustaining in the coming years. As a start-up charity operating for less than 5 years, we have experienced an increase in reserves despite the volatile situation at the tail-end of the financial year due to COVID-19. It is our policy to maintain at least \$30,000 of reserves for a minimum of one year and to continue building on these reserves. The Board reviews the amount of reserves on a monthly basis to ensure the amount remains adequate to continue fulfilling our obligations.

DECLARATIONS AND POLICIES

Conflict of Interest Policy

It is the policy of the Board that should it need to make a decision on an issue where the Board member(s) has/have an interest, the Board member(s) should:

- a. Identify the potential conflict of interest;
- b. Not participate in discussion of the program or motion being considered; and
- c. Not vote on the issue.

If the Board needs to make a decision on an issue where the Board member(s) has/have an interest, it is the responsibility of the Board to ensure that:

- a. All decisions are made by vote, with a two-thirds majority required based on the presence of a quorum; and
- b. Interested board members must not vote on matters affecting their own interests.

It is the responsibility of the Board to:

- a. Only decide to hire or contract with any vendor if they are the best qualified individuals available, and willing to provide the goods or services needed at the best price. The Board's decision shall not be influenced in any way by the fact that a Board member has an interest in the contract.
- b. Record in the minutes of the Board Meeting the potential conflict of interest, and the use of the procedures and criteria of this policy.

It is the sole responsibility of any member of the Charity to report any possible real, potential or perceived conflict of interest. If it is an oversight of the Charity, the member shall promptly inform the Charity that he has been put in such a position of conflict of interest. No member of the Charity shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with the Charity. Each individual shall disclose to the Charity any personal interest which he or she may have in any matter pending before the organisation and shall refrain from participation in any decision on such matter.

The Board of the Charity shall have the right to suspend any involvement of any member/staff when it has come to their attention that a potential actual or perceived conflict has arose, but has not been voluntarily disclosed by the relevant member. Any violation will result in discipline, up to and including termination from employment or removal from the board, or expulsion from being a volunteer member of the Charity.



Yeoh Cheng San Aaron
Chairman

Date of appointment: 29/05/2017



Teo Sook Fern Dorothy
Director

Date of appointment: 03/10/2019



Yos Pang Su Lyn
Director

Date of appointment: 20/03/2020



Siang Ter Foo
Director

Date of appointment: 12/09/2017

CYCLING WITHOUT AGE SINGAPORE *AT A GLANCE*

15 Trishaws

We started with one trishaw in October 2015. Now we have 15 trishaws across different locations in Singapore

5,000+ rides

Since we started, we have been able to give over 5,000 rides to seniors

5 core values

Generosity, storytelling, slow cycling, relationships, without age... our core values are our guiding principles

900+ volunteers

We have over 900 volunteers, 60% of which are youth ages 16-35

8 locations

We have partnered with senior care centres, senior activity centres and nursing homes in 8 locations across Singapore

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