



# ANNUAL REPORT 2024

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Engage

Enrich



Empower



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Let's End Senior  
Loneliness

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## About Us

Established in October 2017, Cycling Without Age Singapore (CWAS) is the first Asian chapter of a global movement to combat senior loneliness through the magic of bicycle rides. CWAS is a registered charity with IPC status, dedicated to bringing joy to seniors and reducing social loneliness through meaningful community engagement, volunteering and micr jobs.

Guided by our unique service model of “seniors for seniors”, we transform loneliness into genuine social connection, bringing joy, purpose, and a sense of belonging to seniors across Singapore. Our 3E framework - Engage, Enrich, Empower - underpins every programme:

- Engage | We engage seniors through nostalgic trishaw rides through Singapore’s beloved green and blue spaces, sparking conversations and friendships.
- Enrich | Arts-based reminiscence sessions deepen those conversations while celebrating personal stories.
- Empower | Participants graduate from passengers to contributors, training as trishaw pilots and bicycle mechanics before volunteering to keep our fleet rolling.

Operating 22 trishaws from four hubs - Gardens by the Bay, Jurong Point, Jurong Lake Gardens and Khatib - we offer more than an outing for seniors: we offer social connection and community, helping seniors find their tribe and live with renewed purpose.



## **OUR VISION**

We bring joy to seniors



## **OUR MISSION**

We engage our seniors in  
happy hours of community  
activities to reduce loneliness



## CEO's Message

This is by far the most interesting year for me as I have been entrusted to steer CWAS through pivotal transformation. The charity now stands at crossroads, ready to carve out a refreshed niche in Singapore's senior community landscape.

Drawing on community sensing, stakeholder conversations, and current research, I crafted a new theory of change that zeroes in on an often-overlooked group - older men who shy away from typical Active Ageing Centre activities but flourish with hands-on pursuits like cycling and bike repair.

With this clearer focus, we have forged new partnerships and launched pilot programmes in Nee Soon South and Pioneer. Early qualitative feedback is inspiring: many seniors say it has been "a long time" since they felt so joyful and socially connected.



## CEO's Message

Our new Theory of Change is simple yet impactful. We use trishaw rides, old school games and art workshops to spark reminiscence and build a positive outlook among seniors. Guided by our “seniors for seniors” approach, we create opportunities for social connection and empower seniors to reintegrate into the community through meaningful volunteerism.

Looking ahead, we aim to grow our impact through strategic sponsorships and partnerships. We believe in the power of collaboration—alone, we may go fast, but together, we can go far. New programmes that we are planning for 2025 include:

- Trishaw Docents, who will be trained to guide and share stories during rides
- A Bicycle Co-operative, where seniors take the lead in maintaining and repairing bikes

These programmes support our vision of ending senior loneliness and enabling seniors to live happier, healthier lives through the power of cycling. Follow us on social media to stay updated on our journey and transformation—we're just getting started.

# Board of Directors



**Mr Aaron Yeoh**  
**Chairman**

Date of Appointment: May 2017  
Board Meeting Attendance: 7/7



**Ms Dorothy Teo**  
**Vice Chair**

Date of Appointment: May 2017  
Board Meeting Attendance: 7/7



**Mr Jeremy Tan**  
**Board Director**

Date of Appointment: May 2021  
Board Meeting Attendance: 5/7



**Ms Jean Tan**  
**Board Director**

Date of Appointment: Aug 2022  
Board Meeting Attendance: 7/7

# Board Meetings

1. 26 Feb 2024
2. 5 April 2024
3. 3 June 2024 - AGM
4. 10 June 2024
5. 26 August 2024
6. 9 September 2024
7. 25 November 2024





# Our Impact in 2024



807

Service Users



21

Partners



48

Senior Volunteers Trained



807

Trishaw Rides Provided





## **Our Programmes**

**How We Engage,  
Enrich and Empower  
Seniors from Service  
Users to Contributors**



# ENGAGE: PETALS & PEDALS PROGRAMME @ GARDENS BY THE BAY



Launched on 16 September 2024, the Petals & Pedals (P&P) programme is a joyful collaboration with the People's Association Active Ageing & Family Life Division, designed to bring seniors from across different precincts together for enriching day outings at Gardens by the Bay.

Each session offers a thoughtfully curated experience - nostalgic trishaw rides, a guided tour of the Flower Dome, communal lunch, and light-hearted games that foster connection and joy.

Looking ahead to 2025, we plan to bring Petals & Pedals closer to home, extending the programme into heartland neighbourhoods so that more seniors, especially those who wish to age in place, can enjoy its benefits within their own communities.



# ENGAGE: ACTIVE GENERATIONS

## SASCO @ KHATIB



With a refreshed Theory of Change, the Active Generations Programme (AGP) was officially launched in Nee Soon South on 26 October, in collaboration with SASCO Active Ageing Centre and the People's Association Residents' Network.

More than just trishaw rides, AGP offers a holistic and empowering experience -combining communal dining, art-based activities, and opportunities for seniors to contribute as volunteers. The programme is designed to engage seniors meaningfully, encouraging them to move from passive participants to active changemakers within their community. As of end-December, we are proud to share that 14 service users have transitioned into senior volunteers, embodying our vision of seniors supporting seniors.



# ENGAGE: ACTIVE GENERATIONS JURONG POINT



The Active Generations Programme (AGP) expanded its reach to Jurong Point with an official launch on 2 November, in partnership with Link Asset Management.

In Jurong, we collaborate with a network of Active Ageing Centres - from West Coast to Pioneer - to bring seniors together for meaningful shared experiences. Hosted at Jurong Point shopping mall and Jurong Central Park, each session offers a warm morning of communal dining, trishaw rides, and reminiscence art workshops, fostering connection, joy, and a deeper sense of belonging.



# ENRICH & EMPOWER: BICYCLE MECHANIC COURSE & TRISHAW MAINTENANCE



Last year, we introduced a new service model: “seniors for seniors.” Through this approach, we actively recruit and empower older adults - not just as beneficiaries, but as valued volunteers. We begin by training them as trishaw pilots, then upskill them further with a basic bicycle mechanics course in partnership with Shimano Cycling World and the Singapore Cycling Federation.

Armed with new confidence and capabilities, these senior volunteers now play a key role in maintaining our fleet, most recently assembling and servicing our new addition of 12 trishaws. It’s more than skills training- it’s about restoring purpose, building community, and demonstrating that seniors can lead and give back meaningfully.



# OUR VOLUNTEERS



Volunteers are the heart of Cycling Without Age Singapore, playing a vital role in extending our reach and deepening our impact alongside our dedicated full-time team.

Beyond service, our volunteers are part of a close-knit community. We come together to celebrate festive occasions, cycle across Singapore, and even participate in overseas rides to raise funds and awareness -fostering camaraderie, purpose, and shared commitment to our mission.

Our deepest heartfelt thanks to our awesome volunteers!



# Testimonial from Volunteers

**I was just cycling at Gardens by the Bay when I saw the trishaw. I never imagined stopping that day would lead me to something so meaningful. Now, I ride not just for leisure, but to bring joy to others.”**  
**— Edward, CWAS Volunteer**







**“Just bringing them out for fresh air, to smile again,  
that’s enough to make my day.”  
— Daniel, CWAS Volunteer  
(Nee Soon South)**

**“As a senior myself, piloting the trishaw lets me give back  
in a way that’s active, meaningful, and full of heart.”  
— Mr. Han, CWAS Volunteer (Nee Soon South)**



# Financial Summary

Cycling Without Age Singapore Ltd.

STATEMENT OF FINANCIAL ACTIVITIES  
For the Financial Year Ended 31 December 2024

|                                    |  | Unrestricted fund | Restricted funds                                 |                                     |                        |         |
|------------------------------------|--|-------------------|--|-------------------------------------|------------------------|---------|
|                                    |  | General Fund      | Charity and Community Engagement Programme Grant | Strengthening Generations C3A Grant | NCSS Tech and Go Grant | Total   |
| Note                               |  | 2024              | 2024   | 2024                                | 2024                   | 2024    |
|                                    |  | \$                | \$   | \$                                  | \$                     | \$      |
|                                    |  |                   | (Note 8)   | (Note 9)                            | (Note 10)              |         |
| Income                             |  |                   |  |                                     |                        |         |
| Income from generated funds:       |  |                   |  |                                     |                        |         |
| Voluntary donations                |  | 5,674             | -  | -                                   | -                      | 5,674   |
| Income from charitable activities: |  |                   |  |                                     |                        |         |
| Fund-raising                       |  | 44,145            | -  | -                                   | -                      | 44,145  |
| Trishaw rides                      |  | 19,365            | -  | -                                   | -                      | 19,365  |
| Government grants                  |  | 54,529            | 39,670   | 11,172                              | -                      | 105,371 |
| Other income                       |  | 4,811             | -  | -                                   | -                      | 4,811   |
|                                    |  | 128,524           | 39,670   | 11,172                              | -                      | 179,366 |



# Financial Summary

Cycling Without Age Singapore Ltd.

**STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)**  
**For the Financial Year Ended 31 December 2024**

|   | Note | Unrestricted fund | Restricted funds                                 |                                     |                        |                |
|---|------|-------------------|--|-------------------------------------|------------------------|----------------|
|   |      | General Fund      | Charity and Community Engagement Programme Grant | Strengthening Generations C3A Grant | NCSS Tech and Go Grant | Total          |
|   |      | 2024              | 2024   | 2024                                | 2024                   | 2024           |
|   |      | \$                | \$   | \$                                  | \$                     | \$             |
|   |      |                   | (Note 8)   | (Note 9)                            | (Note 10)              |                |
| <b>Less: Cost of generating fund</b>  |      |                   |  |                                     |                        |                |
| Fund raising expenses   | 11   | 6,650             | -  | -                                   | -                      | 6,650          |
| Programme activities and event  |      | 5,589             | -  | 341                                 | -                      | 5,930          |
|   |      | 12,239            | -  | 341                                 | -                      | 12,580         |
| <b>Less: Governance and administrative costs</b>                                    | 3    | 228,854           | 21,409   | 18,378                              | 2,411                  | 271,052        |
| <b>(Deficit)/Surplus for the financial year, representing net movement in funds</b> |      | (112,569)         | 18,261   | (7,547)                             | (2,411)                | (104,266)      |
| Reconciliation of funds   |      |                   |  |                                     |                        |                |
| Total funds brought forward   |      | 205,272           | -  | 1,739                               | 4,883                  | 211,894        |
| <b>Total funds carried forward</b>  |      | <b>92,703</b>     | <b>18,261</b>                                    | <b>(5,808)</b>                      | <b>2,472</b>           | <b>107,628</b> |

# Financial Summary

## Cycling Without Age Singapore Ltd.

### NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 December 2024

#### 3. GOVERNANCE AND ADMINISTRATIVE COSTS

|                                     | Unrestricted fund | Restricted funds                                 |                                     |                        |         |         |
|-------------------------------------|-------------------|--|-------------------------------------|------------------------|---------|---------|
|                                     | General fund      | Charity and Community Engagement Programme Grant | Strengthening Generations C3A Grant | NCSS Tech and Go Grant | Total   | Total   |
| Note                                | 2024              | 2024   | 2024                                | 2024                   | 2024    | 2023    |
|                                     | \$                | \$   | \$                                  | \$                     | \$      | \$      |
|                                     |                   | (Note 8)   | (Note 9)                            | (Note 10)              |         |         |
| Auditor's remuneration              | 3,917             | -  | -                                   | -                      | 3,917   | 3,858   |
| Bank charges                        | 111               | -  | -                                   | -                      | 111     | 103     |
| Depreciation of plant and equipment | 2,286             | 989  | -                                   | -                      | 3,275   | 2,548   |
| General and administration          | 445               | -  | -                                   | -                      | 445     | 374     |
| Insurance                           | 2,151             | -  | -                                   | -                      | 2,151   | 2,012   |
| Legal fees                          | 982               | -  | -                                   | -                      | 982     | 760     |
| Licences and IT costs               | 7,745             | -  | -                                   | 2,411                  | 10,156  | 27,638  |
| Publicity                           | 954               | -  | 898                                 | -                      | 1,852   | 9,452   |
| Office rental                       | 12,180            | 3,000  | -                                   | -                      | 15,180  | 27,557  |
| Refund of unutilised grant          | -                 | -  | -                                   | -                      | -       | 290     |
| Repairs and maintenance             | 9,360             | -  | -                                   | -                      | 9,360   | 2,895   |
| Shipment and delivery               | 3,600             | 3,350  | -                                   | -                      | 6,950   | 592     |
| Staff costs                         | 144,514           | 13,500   | 16,294                              | -                      | 174,308 | 302,163 |
| <i>Total carried forward</i>        | 188,245           | 20,839   | 17,192                              | 2,411                  | 228,687 | 380,242 |



# Financial Summary

## Cycling Without Age Singapore Ltd.

### NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 December 2024

#### 3. GOVERNANCE AND ADMINISTRATIVE COSTS (Cont'd)

|   | Unrestricted fund | Restricted funds                                 |                                     |                        |         |
|---|-------------------|--|-------------------------------------|------------------------|---------|
|   | General fund      | Charity and Community Engagement Programme Grant | Strengthening Generations C3A Grant | NCSS Tech and Go Grant | Total   |
|   | 2024              | 2024   | 2024                                | 2024                   | 2024    |
|   | \$                | \$   | \$                                  | \$                     | \$      |
|   |                   | (Note 8)   | (Note 9)                            | (Note 10)              |         |
| <i>Total brought forward</i>                | 188,245           | 20,839   | 17,192                              | 2,411                  | 228,687 |
| CPF   | 27,020            | -  | -                                   | -                      | 27,020  |
| Stationery, photocopy and printing expenses | 26                | -  | -                                   | -                      | 26      |
| Staff and board welfare                     | 483               | -  | -                                   | -                      | 483     |
| Staff retreat and membership                | 5,076             | -  | -                                   | -                      | 5,076   |
| Sundry expenses                             | 88                | -  | -                                   | -                      | 88      |
| Telecommunication and internet              | 1,422             | -  | -                                   | -                      | 1,422   |
| Transportation and travel                   | 2,707             | 300  | -                                   | -                      | 3,007   |
| Travel expense                              | 2,402             | -  | -                                   | -                      | 2,402   |
| Utilities                                   | 525               | -  | -                                   | -                      | 525     |
| Volunteer cost                              | 860               | 270  | 1,186                               | -                      | 2,316   |
|   | 228,854           | 21,409   | 18,378                              | 2,411                  | 271,052 |
|   |                   |  |                                     |                        | 440,300 |



# Financial Summary

The total Governance and Administrative cost for the 12 months ending 31 December 2024 was \$272,052.

The total expense for the same period last year was \$440,300.

The decline in expenditure was mainly due to restructure of the organisation with reduced manpower costs and achieved manpower savings.

The fundraising and Donation income of \$49819 was lower than the budgeted due to challenges from the restructure of the charity.

Our Donations and Fundraising Income

donations and fundraising income for the year ending 31 December 2024 was \$49819

and out of the total donations of \$49819, \$25055 was tax deductible and \$24764 was non tax deductible.

The fundraising Income for the year was \$44145, and corresponding fundraising expenses of \$6650.

The Fundraising efficiency ratio of 15%, is in compliance with the 30/70 efficiency ratio rule set by the Commissioner of Charities



# Our Financials

Our reserve position is as follows :

|  | Current Year | Prior Year | Increase/Decrease |
|--|--------------|------------|-------------------|
| Total Funds                                      | 107628       | 211894     | -104266           |
| Ratio of reserve to annual operating expenditure | 0.41         | 0.59       | -0.18             |

The reserve ratio slightly declined as the charity builds up a new team and a self sustaining funding model.

A major milestone this year was purchase of 12 brand new trishaws which have been deployed in 5 Strategic locations around the island.

The charity is looking forward to a more robust financial standing ahead with new strategic direction.

The reserves will be built up slowly as the charity focuses on new infrastructure and development strategies.



# Our Corporate Governance

## Conduct of Affairs

The Board of Directors ("Board") conducts its affairs as set out in the CWAS Constitution and the Terms of Reference.

The Board provides guidance to the Executive Director (ED) in overseeing the smooth day-to-day operations of CWAS.

The Board also provides consultative, networking and resource support to the CWAS Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CWAS.

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

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

- Corporate and services strategies and policies
- Annual budget
- Strategic alliances

Board Directors are considered volunteers and do not receive remuneration.

All remuneration to paid staff are reviewed and approved by the board.

Paid staff are not involved in setting their own remuneration.

There is no paid staff receiving remuneration exceeding \$100k.



# Our Corporate Governance

The Board meets at least 6 times a year and more than half of the Board must be present for proceedings to be valid.

The Board can also participate in decision-making via electronic communications and in writing.

The number of meetings attended by the Board during the financial year can be found in page 9 of this report.

## Appointment as Director of the Board

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

.

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



# Our Corporate Governance

## Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation, with the exception of the ED.

In addition to the related party transactions disclosed elsewhere in the financial statements, the Company carried out the following transactions with the related parties on terms between the parties during the financial year.

|  | 2024          | 2023           |
|--|---------------|----------------|
|  | \$            | \$             |
| <i>Key management personnel compensation</i>       |               |                |
| <i>Chief Executive Officer</i>                     |               |                |
| Salaries and bonuses                               | 51,619        | 101,920        |
| Central Provident Fund contributions               | 7,954         | 11,752         |
|  | <u>59,573</u> | <u>113,672</u> |
| <br>Number of key management in remuneration bands |               |                |
| Below \$100,000                                    | 1             | -              |
| \$100,001 to \$200,000                             | -             | 1              |

# Our Corporate Governance

Apart from key management personnel listed above, there was no other staff received more than \$100,000 in annual remuneration during the financial year ended 31 December 2024.

New Directors are selected based on:

Knowledge of and/or specific skill sets Management experience

- Diversity
- Alignment to CWAS's vision, mission and core values

Directors are generally elected yearly at the annual general meeting unless specific needs arise in the year.

## Risk Management and Internal Control

The Board has overall responsibility for the charity's key risks to safeguard the charity's interests and its assets.

They have an oversight function, ensuring that processes are in place, and are adequate and effective in fulfilling the mission of CWAS.

The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team.



# Expansion Plan to End Senior Loneliness



## **Bicycle Co-operative at Bus Interchanges**

Jurong East · Sembawang  
Tengah · Tampines

## **Expanding Trishaw Rides**

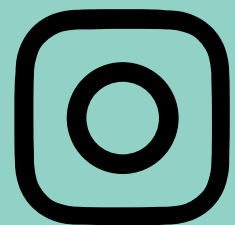
Sengkang, Pasir Ris Park, Woodlands  
Waterfront, Punggol Promenade, Punggol  
Waterway, Toa Payoh, Bishan, Potong Pasir,  
Upper Boon Keng/Geylang Bahru, Mountbatten,  
Jurong Lake Gardens, Delta Avenue

# Join Us to End Senior Loneliness

Help us create a Singapore where no senior is left alone.  
Contact us and let's explore a sustainable partnership.

**Contact Us:** [info@cyclingwithoutage.sg](mailto:info@cyclingwithoutage.sg)

**Website:** [www.cyclingwithoutage.sg](http://www.cyclingwithoutage.sg)



**Instagram | @cyclingwithoutagesg**



**Facebook | @cyclingwithoutagesg**



**LinkedIn | Cycling Without Age Singapore**