





The Singapore Disability Sports Council (SDSC) is the national sports body for Persons with Disabilities (PwD) in Singapore. It is the only sports organisation that advocates equal access to sports across all disability groups. This is achieved through the planning and implementation of sports programmes under the SDSC, as well as supporting other groups in similar activities.

Reac and

Vision

Transforming the lives of persons with disabilities through sport

Mission

To build a vibrant and inclusive community where persons with disabilities can pursue their sporting aspirations

The SDSC was registered as a society under the Societies Act on 24 May 1973, with a Constitution as its governing instrument. It has been registered as a charity under the Charities Act since 28 November 1984.

The SDSC has been accorded IPC (Institution of a Public Character) status from 27/12/2020 To 26/12/2023.

Unique Entity Number (UEN): S73SS0035B

Registered Address: 3 Stadium Drive, #01-34, Singapore 397630

Auditor: S B Tan & Co Legal Advisor: Mr Andy Yeo

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PRESIDENT'S MESSAGE

Dr Teo-Koh Sock MiangPresident
Singapore Disability
Sports Council

The COVID-19 pandemic has brought about unprecedented challenges to everyone around the world. By the end of March 2020, local training and sporting events were at a standstill. COVID-19 has also upended the global sporting calendar. At the Singapore Disability Sports Council (SDSC), our priorities have always been the safety and wellbeing of our beneficiaries.

Our commitment

SDSC was able to adapt and manage the impact caused by COVID-19, ensuring that our beneficiaries were meaningfully engaged. To meet this challenge, we took the fast track towards digitalisation. We embraced and adopted innovative approaches to continue our activities virtually. We launched a webpage called 'The Inside Track', which is a resource bank specially curated for all Persons with Disabilities (PWDs). The content ranged

from heartwarming stories and interviews, tips and tricks, guides, and wellness. In addition, SDSC worked alongside the Singapore Para Athletes Commission (SPAC) to push out content on fitness. We will continue to roll out different engagement sessions, to introduce members of our community to one another and to explore ways to introduce disability sports virtually.

As we embarked on approaching our activities virtually, SDSC also conducted the annual Singapore Disability Sports Awards virtually. We celebrated the achievements of our athletes and the contributions of the disability sports community.

Partnerships and Collaborations

While 2020 has been one of the most challenging years imaginable, it has also provided significant milestones. For the first time, SDSC welcomed mainstream National Sports Associations (NSAs), Equestrian Federation of Singapore and Fencing Singapore as associated members. In time to come, we hope more NSAs will come forward, be inclusive and grow the sport together, supporting both PWDs and ablebodied athletes in their pursuit of sports. SDSC continues to advocate the rights of our community, and endeavours to partner with more NSAs to provide sporting opportunities to all Singaporeans.

On creating opportunities to ensure that PWDs have a chance to enjoy and experience sports, SDSC organised the I'mPOSSIBLE Teacher Training Workshop virtually. Close to 50 educators participated in the two halfday workshops to learn about promoting the Paralympic values and sport inclusion among their students. All the participants surveyed said they would recommend the workshops to fellow educators.

Furthermore, SDSC collaborated with Youth Sport Trust, a highly respected charity in the United Kingdom promoting youth sport, to curate and introduce the I'mPOSSIBLE Special Workshop, Managing Mixed Abilities (ASD, ADHD) in PE to educators who wished to

gain additional knowledge on supporting their students with Autism and Attention Deficit Hyperactivity Disorder.

Thank you

SDSC is very proud to work with esteemed individuals and partners to build a sustainable disability sports ecosystem. We need all hands on board as we work together to shape the next chapter of disability sports in Singapore, providing opportunities for PWDs to lead active and healthy lives.

The journey to empowerment is a collective dynamic effort and we need to walk this journey together. I would like to take this opportunity to thank all our partners for their continuous support through this unprecedented phase. Our programmes and outreach initiatives are made possible by the unwavering generosity of our individual and corporate donors, in particular organisations such as Haw Par Corporation Limited, Micron Singapore Foundation, Mitsubishi Corporation and the Japanese Chamber of Commerce and Industry Singapore Foundation.

A big thank you to all our volunteers and the people behind the scenes who have been working tirelessly. By standing together and working together, we can achieve great things. As we look back on the challenges we have overcome, we look forward to more milestones in the years ahead.

Yours in Sports, **Dr Teo-Koh Sock Miang**President

Singapore Disability Sports Council

Ordinary (Founder) Members



Association for Persons with Special Needs

The Association for Persons with Special Needs (APSN) is a voluntary welfare organisation catering to the needs of children and adults with mild intellectual disability. It runs four schools and a training centre. As a founding member of SDSC, APSN recognises the importance of sports in their members' growth and development. Their members have represented Singapore in a number of major overseas meets.



Cerebral Palsy Alliance Singapore

The Cerebral Palsy Alliance Singapore was established in 1957 to provide special education, rehabilitation services, vocational training and gainful employment for children and adults with cerebral palsy in Singapore. Special education was introduced with the setting up of a school in 1966. In 1984, a workshop was added to provide sheltered employment for adults with cerebral palsy. The CPAS has been involved in SDSC's sports programmes on countless occasions and has always been the organisation to look out for during sports related events and activities. It is also the Centre of Excellence for Boccia.



Handicaps Welfare Association

The Handicaps Welfare Association (HWA) has always been a strong advocate of sports, helping to nurture many outstanding sportsmen and sportswomen who have participated in local, regional and international sporting events. SDSC was able to start its first staffed operations in the 1990s with the generosity of HWA, which provided office space for the young organisation.



Movement for Intellectually Disabled of Singapore

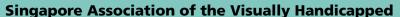
Movement for the Intellectually Disabled of Singapore (MINDS) is one of the oldest and largest non-governmental organisations catering to the educational, vocational, social and welfare needs of the Intellectually Disabled in Singapore. MINDS is actively involved in sports and physical activities organised by SDSC and their special schools have been participating regularly in SDSC's annual sporting events.

Ordinary (Founder) **Members**

For The Deal

Singapore Association for the Deaf

Formed in 1955, Singapore Association for the Deaf (SADeaf) is an integrated services provider to the Deaf community in Singapore. Its services include educational and industrial training support through its Singapore School for the Deaf (SSD) and the Mountbatten Vocational School (MVS). The Deaf community is well-known for their gifted talent and special skills especially in sports. These characteristics contributed to the formation of the adventurous and ever-creative Sports & Recreation Committee of the Deaf (SRCDeaf) in 1974. Through this sports committee, SADeaf has seen several excellent sportsmen and sportswomen represent the nation in international competitions.



The Singapore Association of the Visually Handicapped (SAVH), formerly known as the Singapore Association for the Blind (SAB), is a voluntary welfare organisation, founded in 1951. The association is affiliated to the National Council of Social Service (NCSS) and is an approved Institution of Public Character (IPC). Throughout the years, SAVH has strongly encouraged its members to participate in SDSC's events and sporting programmes.

Singapore Leprosy Relief Association

The Singapore Leprosy Relief Association (SILRA) Home was built through public donations and officially opened on 4th September 1971 by the Late President of Singapore Dr. B. H. Sheares. The Home provides food, lodging, and recreation and healthcare services for ex-leprosy patients. It also teaches patients some handicraft skills and rehabilitative work. Its residents want to be treated as equals with the wider community.



SPD

SPD, formerly the Society for the Physically Disabled, is a voluntary welfare organisation that focuses on helping people with disabilities maximise their potential and integrating them into mainstream society. Through programmes and services that encompass therapy, vocational skills training, employment support, assistive technology, early intervention, day care, educational and social support, SPD seeks to enable people with disabilities to be self-reliant and independent. As one of the founding members of SDSC, SPD is also one of the pioneers of sports excellence and participation for persons with disabilities.



Ordinary **Members**

AWWA

Catering to the educational, rehabilitative and social needs of children with physical disabilities in mainstream schools and institutions of higher learning, AWWA joined SDSC in 1998 to jumpstart sports and physical activities for its clients. Since then, it has organised several sports clinics with SDSC's assistance, enabling their children to participate in sports in their respective mainstream schools.



Deaf Sports Association (Singapore)

Deaf Sports Association (Singapore), DSA, is the national body for sports for the deaf community in Singapore. DSA's vision is to help the deaf and hard of hearing realise their fullest ability through sports as part of social integration, character building and a healthy lifestyle. DSA organises annual multi-sporting events like the National Deaf Games where the deaf and hard of hearing compete through fun and games. DSA scouts talent and supports an elite training programme that prepares deaf and hard of hearing athletes for international games such as the ASEAN Deaf Games, Asia Pacific Deaf Games, and Deaflympics. DSA is affiliated to the International Committee of Sports for the Deaf, Asia Pacific Deaf Sports Confederation and ASEAN Deaf Sports Federation.



Down Syndrome Association – Singapore

The Down Syndrome Association (Singapore), joined SDSC in 2000. The variety of programmes available provides DSA(S)members with the opportunities to explore their passion, interests, to discover and culminate talents. It also offers many opportunities to showcase their acquired skills, talent and growth through various performances, competitions and awards. Through the Enrichment Programmes, DSA(S) members are offered sports such as Aikido, Bowling, Boxercise and Swimming, as well as other classes such as creative and fusion dance and Zumba.



Metta Welfare Association

Metta Welfare Association (Metta) was founded in 1992 by Venerable Shi Fa Zhao, Abbot of the Golden Pagoda Buddhist Temple. Metta is a keen supporter of the promotion of sports for persons with disability and does this through its service centres. The Metta School has been participating in SDSC's sports events such as the National Athletics and Swimming Championships.

Ordinary **Members**

Muscular Dystrophy Association (Singapore)

The Muscular Dystrophy Association (Singapore), MDAS, is a self-help organisation formed in March 2000. It is committed to uplift the lives of people with Muscular Dystrophy. MDAS strives to promote a healthy lifestyle and improve the overall well-being of its members by encouraging their participation in sports activities promoted by SDSC. Today, MDAS has successfully assembled a group of sports enthusiasts who regularly play Boccia and Powerchair Football.



Rainbow Centre envisions a world where persons with disabilities are empowered and thriving in inclusive communities. They work with their partners to create opportunities for persons with disabilities to make the most of their abilities and participate meaningfully in society. Through practical education, meaningful support and effective training programmes, they strive to increase the quality of life for them and their families. Established in 1987, Rainbow Centre is a registered charity and Institution of a Public Character.

TOUCH Community Services

TOUCH Community Services is a not-for-profit charitable organisation officially registered in 1992 and has been a member of the National Council of Social Services since 1994. TOUCH is committed to the well-being of all people, reaching out to various levels of needs in the community. Believing that every individual is unique and capable of reaching his or her highest potential, its mission is to establish and provide, for the needy and disadvantaged in our society, an integrated network of community-based services that strengthens the family.





Associate **Members**

In FY2020, SDSC welcomed mainstream National Sports Associations (NSAs) that committed to inclusion as its new members. SDSC shall continue to advocate the rights of our community, and endeavor to partner more NSAs to provide opportunities to all Singaporeans.



Equestrian Federation of Singapore (Joined in FY2020)

Equestrian Federation of Singapore (EFS) is the
National Sports Association (NSA) for Equestrian
Sports in Singapore. EFS exists to provide Excellence,
Opportunity and Service to the equestrian community. EFS
seeks to share the equestrian sport with everyone and consider
ourselves to be an ideal starting point to the equestrian sport,
whether it be as a rider or as a professional wanting to pursue a
career in horse management. Its mission is to develop and grow a
strong, active and vibrant equestrian community in Singapore through
the promotion of sport excellence (high performance) and community
outreach (high participation) amongst the public. EFS endeavours to support
Singapore's equestrian athletes in their pursuit of sport excellence. On the
international front, our Team Singapore athletes have constantly shown their
strength and resilience with outstanding achievements and performance in major
Games.



Fencing Singapore (Joined in FY2020)

Fencing Singapore (FS) has pledged to be an inclusive National Sports Association with the commitment to promote Wheelchair Fencing. Its objective is to be an association that supports both persons with disabilities and able-bodied fencers. Being new to the disabled community in Singapore, FS strives to raise awareness on wheelchair fencing and to work with SDSC to support its events, creating opportunities and introductory programmes for people with disabilities to learn more on the sport.



Bowling Association for the Disabled (Singapore)

The Bowling Association for the Disabled (Singapore) (BADS) has been registered with the Registry of Societies since April 2010. BADS' main objective is to make bowling accessible to all persons with disabilities in Singapore. It organises and coordinates all bowling activities for the disabled community culminating in the selection of elite teams to represent Singapore in international competitions.



Goalball Singapore

Established in 2018, Goalball (Singapore) aims to promote and provide a platform for the sport of Goalball. Goalball Singapore's vision is to have a sustainable team sport for the visually impaired that can also be enjoyed by everyone, including sighted persons. Once the eyeshades are worn, everyone competes on an equal playing field. The game not only helps to promote inclusiveness and social interaction but also serves as a vehicle to teach values such as resilience and confidence. Goalball Singapore strives to achieve this through its organization and team's motto of 'Excellence through Commitment and Patience'.



Lawn Bowls Association for the Disabled (Singapore)

The Lawn Bowls Association for the Disabled (Singapore) (LBADS) was formed in 2005 to empower persons with disabilities to excel in lawn bowls. LBADS works closely with SDSC to organise the Learn to Play programmes to introduce the sport to the community. It continues to support and prepare the teams to compete in local and international competitions.



Para Athletics (Singapore)

The Para Athletics (Singapore), PAS, recognises a commitment to serve both its para-athletes and the fraternity. Its primary commitment is to provide an opportunity for para-athletes to fully develop their athletic potential. PAS oversees the overall development of the athletes, providing guidance in their development and performance through appropriate coaching and training support.



Para Cycling Federation of Singapore

Para Cycling Federation Singapore (PCFS), formerly known as Handcycling Association of Singapore, is a non-profit dedicated to the development of athletes with disabilities to take up cycling as a form of rehabilitation and leisure. PCFS has taken up an active leadership role, fostering and preparing teams to participate in local and international competitions.



Riding for the Disabled Association of Singapore

Riding for the Disabled Association of Singapore (RDA) was founded in 1982 and registered as a charity in 1987. Since then, more than a thousand children and adults with disabilities have been given the opportunity to ride. RDA provides free, therapeutic horse riding lessons to children and adults with physical and intellectual disabilities. It aims to teach persons with disability to ride to the best of their abilities and has been actively supporting SDSC in every sports event organised for the disabled community in Singapore.



Table Tennis Association for the Disabled (Singapore)

Table Tennis Association for the Disabled (Singapore) (TTADS) was registered in 2011. It was set up to promote table tennis among special school students, the elderly on wheelchairs, the disabled and those who have lost their mobility; adding value to their lives. With a wide base, selected members are invited to join the developmental squad in weekly training and eventually to represent Singapore in overseas competitions. It also works closely with SDSC to raise the awareness of sports for the disabled and inculcate sports as a lifestyle pursuit for persons with disabilities through their regular table tennis demonstrations and public appearances.



Wheelchair Basketball Association

The Wheelchair Basketball Association (Singapore) (WBA Singapore) was established on 7 Jul 2007. Its objectives are to provide support and guidance to people with or without disabilities who participate in the sport. WBA Singapore works with SDSC to promote the sport through public awareness engagements and Project ParAble.



Wheelchair Tennis Association (Singapore)

The Wheelchair Tennis Association (Singapore) was registered with the Registry of Societies on 12 June 2016. With the help of SDSC, it was able to secure courts for the training of members within a year of this registration. WTAS looks to the coaching and training needs of its members and aims to inspire more athletes to take up wheelchair tennis.

Diversity in **SDSC Members**



Individuals (Sports Background)



Social Service Organisation



Sports Associations



Disability Sports
Associations

SDSC welcomed 2 mainstream National Sports Associations (NSA) as its new members With the formation of Para Athletics (Singapore) in 2019, the Wheelchair Racing Association (Singapore) was absorbed into Para Athletics (Singapore). Para Athletics (Singapore) continues to serve the community as a National Disability Sports Association (NDSA)



Individuals (Professionals)

Individual **Members**

A Purushothaman Ng Pei Feng Aden Peng Juin Hsiang Ong Kang Li

Adiapatham Kumar Wong Soo Wei, Patrick Ali Bin Daud Peh Ya Hui Angeline

Angie Ong Peter Kam Eng Shi Hui Elaine Raja Singh

Gary Lim Yee Siang **Subir Singh Panoo** Ho Cheng Kwee Tan Whee Boon

Joelle Aw Bee Huay Tan Yee Ting, Jeralyn Juni Syafiqa Tan Yong Zhao, Edwin **Kevin Wong Teo-Koh Sock Miang**

Lim Tze Beng **Teoh Chin Sim** Theresa Goh Logaraj S/O Raju

Tineswaran s/o Anbarasan Mark Hon

Moi Yan Ting Danielle Yeo Kian Wee Andy

Mumtaz Begum Bte Abdul Karim Yip Pin Xiu

Neo Kah Whye

International Federation

Sports	Federations
Boccia	Boccia International Sports Federation (BISFED)
Cerebral Palsy Football	International Federation for CP Football (IFCPF)
Wheelchair Rugby	International Wheelchair Rugby Federation (IWRF)

International Organisations of Sports for the Disabled

Organisation		Impairment Group	
International Sports & Recreat	tion Association (CPISRA)	Cerebral Palsy	
International Wheelchair & A	mputee Sports (IWAS)	Physical Impairment	
Virtus: World Intellectual Imp	airment Sport	Intellectual Impairment	
International Blind Sports Ass	sociation (IBSA)	Visual Impairment	
Local Sports Associations	Archery Association o	f Singapore	
	Singapore National O	Singapore National Olympic Council	
	Singapore Sailing Fed	eration	
Other Organisations	National Council of Sc	ocial Service	

Executive Committee FY 20/21

President

Dr Teo-Koh Sock Miang

(wef 29 Sept 2020)

Individual Member
(ExCo member since 11 Sept 2018)

Mr. Kevin Gerard Wong

(till 29 Sept 2020)

Individual Member
(ExCo member since 28 Sept 2016)

Honorary Treasurer

Ms Peh Ya Hui Angeline

(wef 29 Sept 2020)

Individual Member
(ExCo Member since 8 Jan 2019)

Mdm So Kah Lay

(till 29 Sept 2020) Ordinary Member (Metta Welfare Association) (ExCo Member since 9 May 2017)

Vice President

Dr Teoh Chin Sim

(wef 29 Sept 2020)
Individual Member
(ExCo Member since 8 Jan 2019)

Dr Teo-Koh Sock Miang

(till 29 Sept 2020)

Individual Member
(ExCo member since 11 Sept 2018)

Honorary Assistant Treasurer

Mdm So Kah Lay

(wef 29 Sept 2020)

Ordinary Member

(Metta Welfare Association)

(ExCo Member since 9 May 2017)

Ms Peh Ya Hui Angeline

(till 29 Sept 2020)

Individual Member
(ExCo Member since 8 Jan 2019)

Honorary Secretary

Mr Ho Cheng Kwee

(wef 11 Sept 2018) *Individual Member* (ExCo Member since 18 May 2012)

Members

Mr Kenneth Lai Chen Ning

Founder Member (Association of Persons with Special Needs) (ExCo Member since 11 Sept 2018)

Mrs Koh-Lim Ai Lay

Founder Member (Cerebral Palsy Alliance Singapore) (ExCo Member since 12 Jan 2016)

Mr Hui Beng Hong

Founder Member (Handicaps Welfare Association) (ExCo Member since 17 Sept 2013)

Ms Suzana Soo

Founder Member (Movement of the Intellectually Disabled of Singapore) (ExCo Member since 13 Nov 2019)

Mr Eric Tseng Hao Chun

Founder Member (Singapore Association for the Deaf) (ExCo Member since 11 Sept 2018)

Mr Benson Loo Kah Chun

(wef 29 Sept 2020)
Founder Member
(Singapore Association of the Visually Handicapped)
(ExCo Member since 29 Sept 2020)

Mr Ali Bin Daud (till 02 Sept 2020)

Founder Member (Singapore Association of the Visually Handicapped) (ExCo Member since 7 August 2017)

Ms Theresa Goh Rui Si

(wef 29 Sept 2020)
Individual Member
(ExCo Member since 29 Sept 2020)

Ms Yip Pin Xiu

(wef 29 Sept 2020)

Individual Member
(ExCo Member since 29 Sept 2020)

Mr Wong Soo Wei, Patrick

Co-opted Member (ExCo Member since 8 Jan 2019)

Ms Koh Ee Lin

(till 29 Sept 2020)
Ordinary Member
(Deaf Sports Association)
(ExCo Member since 21 May 2019)

Ms Angie Ong

(till 29 Sept 2020)

Individual Member
(ExCo Member since 28 Sept 2016)

Mdm. M.B. Karim

(till 29 Sept 2020)
Founder Member
(Singapore Leprosy Relief Association)
(ExCo Member since 1993)

Mr Raja Singh

(till 29 Sept 2020) Individual Member (ExCo Member since 2010)

SDSC Executive Management

Ms Kelly Fan

Executive Director
Appointed to position since 21 Feb 2017

Ms Kelly Fan joined SDSC as the Executive Director on 21st Feb 2017, after stints at Prime Minister's Office - Strategy Group and Nanyang Technological University. She was formerly the manager of the Singapore National Paralympic Council (SNPC) and Acting Executive Director of SDSC from 2006 to 2009. In that period, she introduced a number of initiatives and gave SDSC its prominence, including influencing the shift of disability sports coverage from Home and Charity sections to Sports and Local sections in Singapore news.

Besides administering the set-up of SNPC, Kelly also launched the Athletes Achievement Awards that gives recognition to athletes' achievements at the four major games competitions; ASEAN Para Games, Asian Para Games, Commonwealth Games and the Paralympic Games.

Kelly oversaw a very successful 9th ASEAN Para Games campaign in 2017, with Singapore's athletes winning the largest ever away haul and the Asian Para Games campaign in 2018, with the team recording its best-ever showing.

Governing Board

	Current			
Name	charity board appointment	Past SDSC ExCo appointments	Occupation	Related Entity
Dr Teo-Koh Sock Miang	President 29 Sept 2020	 Vice President, 11 Sept 2018 - 29 Sept 2020 President, 19 Aug 2014 - 28 Sept 2016 	Current: Associate Professor, Physical Education & Sports Science (PESS)	
Dr Teoh Chin Sim	Vice President 29 Sept 2020		Current: Sports Physician, Clinical Director & Senior Consultant, Khoo Teck Puat Hospital	-
Mr Ho Cheng Kwee	Honorary Secretary 11 Sept 2018	 Honorary Treasurer, 28 Sept 2016 - 11 Sept 2018 Honorary Assistant Treasurer, 19 Aug 2014 - 28 Sept 2016 Honorary Treasurer, 18 May 2012 - 19 Aug 2014 	Current: Retiree Previous: Director, Shell Eastern Petroleum	-
Ms Peh Ya Hui Angeline	Honorary Treasurer 29 Sept 2020	1. Honorary Assistant Treasurer, 14 Oct 2019 - 29 Sep 2020	Current: Analyst, Kydra Previous: Human Resource Analyst, Tapestry	-
Mdm So Kah Lay	Honorary Assistant Treasurer 29 Sept 2020	 Honorary Treasurer, 14 Oct 2019 - 29 Sept 2020 Honorary Assistant Treasurer, 11 Sept 2018 – 14 Oct 2019 	Current: Principal, Metta School	Secretary, School Management Committee, Metta Association
Mr Kenneth Lai Chen Ning	ExCo Member		Current: Head of Department PE/Sports APSN Tanglin School	-
Mrs Koh-Lim Ai Lay	ExCo Member	-	Current: Principal, Cerebral Palsy Alliance Singapore School	-
Mr Hui Beng Hong	ExCo Member		Current: Self Employed Consultant Engineer	
Ms Suzana Soo	ExCo Member		Current: Principal, MINDS Towner Gardens School	-
Mr Eric Tseng Hao Chun	ExCo Member	-	Current: APAC Product Launch Manager	-
Mr Benson Loo Kah Chun	ExCo Member		Current: Therapist	-
Ms Theresa Goh Rui Si	ExCo Member		Current: Programme Excellence Manager, ActiveSG, Sport Singapore Previous: Full-time athlete	
Ms Yip Pin Xiu	ExCo Member		Current: Full-time athlete	-

Organisational structure



Subcommittees FY20/21

To assist the Executive Committee in specific initiatives and duties, the following Subcommittees and workgroup were formed:

Sports High Performance and Development Subcommittee

Responsibilities

Sport Development

- To evolve a framework for the development of disability sports towards high performance
- To identify and strategise sports to be promoted for development and high performance
- To plan and strategise developmental training programmes, training centres and centres of excellence
- To ensure that qualified instructors and coaches are engaged to execute the training programmes for developmental and high performance programmes, and establish pathways for technical expertise development
- To recommend and oversee organization of sports events, workshops and competitions to support the development of sports and high performance
- To supervise talent identification and fair selection of athletes for developmental and national squads, as well as for other funding support provided by Council
- To ensure that athletes' and Council's best interests are kept when selecting competitions for participation

Selection

- To ensure fair and transparent selection of athletes for international competitions
- To oversee the processes of nomination, selection and appeals to ensure that they are fair and transparent

Capability Development

- Propose & oversee officiating, technical and coach development plans for sports development and high performance
- Appointment of coaches and other sport-related support staff for developmental and high performance sports

Chair

Dr Teo-Koh Sock Miang

Members

Mr Kenneth Lai Chen Ning
Ms Theresa Goh Rui Si (wef 29 Sept 2020)
Mr Benson Loo Kah Chun (wef 29 Sept 2020)
Mr Eric Tseng Hao Chun (till 29 Sept 2020)
Dr Teoh Chin Sim (till 29 Sept 2020)

Community Sports and Participation Subcommittee

Responsibilities

Review and recommend to the Executive Committee

- The type of disability sports to be invested for community participation and promotion, and corresponding strategies for effective implementation.
- Support programmes, initiatives and policies related to the promotion of community sports and participation.
- Budget for community sports and participation

Community Sports and Participation

- To establish a framework for the evaluation, support and monitoring of recreational sports activities
- To plan and strategise recreational programmes for every disability group and ensure that resources are distributed fairly
- To recommend and oversee organization of events to support the promotion of community sports and participation
- To establish partnerships that will expand the Council's advocacy of sports for all
- To ensure that CSP strategies provide pathways for talented individuals with disability and sports with robust participation to be referred to the Sports High Performance and Development Committee for development.
- To oversee the recruitment and management of volunteers to support Community Sports and Participation activities
- To recommend overseas exchanges for youths for exposure or educational purposes

Chair

Ms Suzana Soo (wef 29 Sept 2020) Mr Ali Daud (till 02 Sept 2020)

Members

Mr Hui Beng Hong
Mr Benson Loo Kah Chun (wef 29 Sept 2020)
Ms Yip Pin Xiu (wef 29 Sept 2020)
Mr Eric Tseng Hao Chun (till 29 Sept 2020)
Mrs Koh-Lim Ai Lay (till 29 Sept 2020)
Mr Raja Singh (till 29 Sept 2020)

Fundraising Subcommittee

Responsibilities

Spearhead Fundraising

- To direct and oversee fundraising efforts to ensure that fundraising objectives are met to support SDSC and its sports programmes in accordance to the annual budget and targets set by the Board.
- To endorse the budget requirements for each fundraising programme or project and to table approvals to the Board if necessary.
- To develop an annual fundraising strategy, including goals, timelines, small and major givers' recognition and relationship management initiatives.
- To engage major givers such as corporates and foundations and secure funding for SDSC programmes and events.

Oversee Risk Management of Fundraising

- To oversee the accurate and timely reporting of fundraising income
- To oversee fundraising projects and ensure that adequate and effective risk controls are taken to safeguard the collection and accountability of donations, in compliance with governmental and public sector regulations.

Develop alternative sustainable sources of income

- To increase existing sources of income such as membership fees
- To explore and broaden sources of income to provide sustainable alternatives to fundraising efforts, such as rental of assets and event fees

Chair

Mr Eric Tseng Hao Chun (wef 09 March 2021) Mr Kevin Gerard Wong (till 29 Sept 2020)

Members

Mr Ho Cheng Kwee Dr Teoh Chin Sim (wef 29 Sept 2020) Mr Khaleel Ho (wef 01 Oct 2020)

Finance Subcommittee

Responsibilities

 Act as an objective and impartial advisor to the Board on all financial matters pertaining to the operations of the Council

Financial Reporting

- To endorse all financial statements of SDSC, including any financial information in its annual reports and any other formal announcement
- To review the annual financial statement and report on SDSC's financial health with recommendations, where necessary
- To ensure submission of regular and consistent reports to the Council on financial operations, and any other reports to government or statutory bodies as required by legislation or regulation

Financial Framework, Policies and Regulations

- To review and implement a robust financial framework that includes regulations and policies to enhance the effectiveness and efficiency of SDSC's financial operations.
- To ensure the compliance of SDSC to external financial policies and regulations as required

Budgeting and Reserves Policy

- To vet and endorse annual and adhoc budgets to ensure adequate funding for the implementation of activities, and to submit such budgets to Council for approval, where appropriate.
- To provide advice for the effective management and appropriate usage of reserves

Chair

Ms Peh Ya Hui Angeline (wef 29 Sept 2020) Mdm So Kah Lay (till 29 Sept 2020)

Members

Mr Ho Cheng Kwee Mdm So Kah Lay (wef 29 Sept 2020) Ms Peh Ya Hui Angeline (till 29 Sept 2020)

Audit Subcommittee

Responsibilities

Overseeing Financial Reporting

- Monitor the integrity of the financial information provided by the company, in particular by reviewing the relevance and consistency of the accounting standards used by the company.
- Assess, and challenge, where necessary, the accuracy, completeness, and consistency of financial information (including interim reports) before submitting to the Board for approval or made public.
- Review the assurance provided by the Executive Director and the Treasurer regarding the financial records being properly maintained and the financial statements giving a true and fair view of the company's operations and finances.

Overseeing Risk Management and Internal Controls Over Financial Reporting

- At least annually, review the adequacy and effectiveness of the risk management and internal control systems regarding financial reporting risks. This may include reviewing management reports to highlight significant findings and recommendations, inclusive of management's responses.
- Review periodically management risk profiles identifying significant risk areas (with particular focus on financial reporting risks and controls).
- Review disclosures in the Annual Report relating to the adequacy and effectiveness of the risk management and internal control systems (with particular focus on financial reporting risks and controls.
- Review the company's procedures for detecting fraud and whistle-blowing, and ensure that
 arrangements are in place by which staff of the company and any other persons may, in confidence,
 raise concerns about possible improprieties in matters of financial reporting, financial control, or any
 other matters.

Overseeing External Audit

- Oversee the company's relations with the external auditor (including audit scope, approach and fees).
- Review the performance of the external auditors, to facilitate the selection, appointment, reappointment, and removal (e.g. assess effectiveness through level of errors identified, accuracy in handling key accounting audit judgments, and response to queries from the Committee).
- Monitor and assess annually, the external auditor's independence or objectivity is not impaired (including the amount of fees and provision of non-audit services).
- Review the audit representation letter (particularly in relation to non-standard issues) and the external auditor's Management letter to assess whether it is based on a good understanding of the company's business, and monitor the responsiveness of Management to the recommendations made (or the reasons why they have not been acted upon).
- Establish regular meetings with the external auditors to discuss matters that the Committee or auditors believe should be discussed privately.
- Ensure that the external auditors have direct and unrestricted access to the Chairman of the Audit Committee and the Chairman of the Board.

Interested Persons Transactions

- Review IPTs to consider whether they are on normal commercial terms and are not prejudicial to the interests of the company or its stakeholders.
- Determine methods or procedures for determining the transaction prices are sufficient to ensure that the transactions will be carried out on normal commercial terms and not prejudicial to the company or its minority stakeholders.
- Direct management to present the rationale, costbenefit analysis and other details relating to IPTs subject to a specific mandate.
- Receive reports from management regarding IPTs.
 Report to stakeholders on IPTs.

Chair

Mr Wong Soo Wei, Patrick

Members

Ms Joelle Aw Ms Nurulasyiqah Mohammad Taha (wef 29 Sept 2020) Mr Kent Hoh (till 29 Sept 2020)

Human Resource Subcommittee

Responsibilities

Review and recommend to the Council

- Significant organizational, compensation and other policies respecting human resources
- Senior management appointment and succession plans
- Strategic direction of HR practices and policies

Human Resource Strategy

- To annually review the human resources profile and adequacy to carry out the Council's goals and objectives
- To support the Secretariat in the development of the HR Strategy to achieve the delivery of the progressive, innovative and effective HR service
- To recommend and oversee organization of events to support the promotion of community sports.

Compensation, Benefits and Performance Management

- To review the Council's compensation and benefits policies, and make recommendations for the remuneration of senior managers i.e. Managers and above.
- To ensure that a performance management framework is in place for fair assessment and rewarding of employees

People Risk Management

- To provide guidance to Secretariat on employment practices to ensure adherence to statutory regulations
- To provide guidance to Secretariat on the handling of employee misconduct and lead investigations where necessary to report on the findings of such cases to the Board

Chair

Mrs Koh-Lim Ai Lay (wef 29 Sept 2020) Ms Angie Ong (till 29 Sept 2020)

Members

Dr Teo- Koh Sock Miang (wef 29 Sept 2020) Mr Hui Beng Hong (wef 29 Sept 2020) Ms Angie Ong (wef 29 Sept 2020) Mr Ali Bin Daud (till 02 Sept 2020) Mdm M.B.Karim (till 29 Sept 2020)

Nomination Subcommittee

Responsibilities

Review and recommend to the Executive Committee

- To review the composition of the Exco annually to ensure that the Exco has an appropriate balance of independent Board members and to ensure an appropriate balance of expertise, skills, attributes and ability among the Exco members.
- To identify potential Exco candidates and explore their interest and availability for service on the Exco.
- To nominate individuals to be elected as members of the Exco.
- To take the lead in succession planning.
- To nominate Exco members for election as office bearers.
- To design and oversee a process of board orientation.

Chair

Mr Eric Tseng Hao Chun (wef 29 Sept 2020) Mr Hui Beng Hong (till 29 Sept 2020)

Members

Mrs Koh-Lim Ai Lay
Mr Kenneth Lai Chen Ning
Ms Suzana Soo
Mr Benson Loo Kah Chun (wef 29 Sept 2020)
Mr Ali Bin Daud (till 02 Sept 2020)
Mr Eric Tseng Hao Chun (till 29 Sept 2020)
Mdm M.B.Karim (till 29 Sept 2020)

To form a network of medical practitioners from various hospital to contribute to:

- Medical advice to SDSC for athlete issues and
- Promotion of para sports within hospitals

Attendance

Name of Executive Committee Member	Attendance*
Dr Teo-Koh Sock Miang	6/6
Dr Teoh Chin Sim	4/6
Mr Ho Cheng Kwee	5/6
Ms Peh Ya Hui Angeline	5/6
Mdm So Kah Lay	5/6
Mr Kenneth Lai Chen Ning	3/6
Mrs Koh-Lim Ai Lay	6/6
Mr Hui Beng Hong	4/6
Ms Suzana Soo	6/6
Mr Eric Tseng Hao Chun	6/6
Mr Wong Soo Wei, Patrick	3/6
Mr Benson Loo Kah Chun	4/4 (Elected on 29 Sept 2020)
Ms Theresa Goh Rui Si	4/4 (Elected on 29 Sept 2020)
Ms Yip Pin Xiu	4/4 (Elected on 29 Sept 2020)
Mr Ali Bin Daud	0/2 (Stepped down on 02 Sept 2020)
Mr. Kevin Gerard Wong	2/2 (Stepped down on 29 Sept 2020)
Ms Koh Ee Lin	1/2 (Stepped down on 29 Sept 2020)
Ms Angie Ong	2/2 (Stepped down on 29 Sept 2020)
Mdm. M.B. Karim	2/2 (Stepped down on 29 Sept 2020)
Mr Raja Singh	1/2 (Stepped down on 29 Sept 2020)

^{*}A total of six (6) Executive Committee meetings and one (1) Annual General Meeting took place between1 April 2020 and 31 March 2021.

Role of Governing Board

The Singapore Disability Sports Council (SDSC) is governed by an Executive Committee that ensures the good management and compliance of the Council's practices, to achieve the Council's goals. The committee comprises individuals nominated by Founder Members, elected by Ordinary Members and co-opted by the Executive Committee.

The Terms of Reference can be found on SDSC's website.

The principal responsibilities of the Executive Committee are:

- To elect the offices of the Vice-President, Honorary Secretary, Honorary Treasurer and Honorary Assistant Treasurer.
- To appoint a person of high rank and distinction to be the Patron of SDSC.
- To set and periodically review the vision and mission statements of SDSC to keep its goals and objectives relevant.
- To review SDSC's constitution, as necessary.
- To focus on policy, strategy and governance of SDSC.
- To discuss and approve strategic plans and annual work plans of SDSC and ensure that they are aligned to its vision and mission.
- To set policies and guidelines for financial limits, internal control procedures and budget overspending.
- To review and approve the annual budget and financial statements of SDSC.
- To review periodic work progress reports and financial reports to monitor and evaluate SDSC's performance.
- To select, support and assess the Executive Director.

Term Limit of the Executive Committee

Members to the Executive Committee can be re-nominated and re-appointed every two years during the biennial elections. To promote steady renewal in the spirit of sustainability of SDSC, no member of the Executive Committee shall hold office for a continuous period of more than 10 years at any one time, but shall be eligible for re-appointment after the lapse of at least two years.

Term Limit of Treasurer

The Honorary Treasurer has a term limit of four consecutive years. He or she may hold office again after a lapse of at least two years.

Long Service (More than 10 consecutive years)

Mdm Mumtaz Begum Binte Abdul Karim served more than 10 years on SDSC's ExCo. She was nominated into ExCo for the term of 2018 to 2020 prior to the establishment of a term limit for board members. She stepped down on 29 September 2020.

Immediate family member of President and Executive Committee Members

No staff are close family members of the President or Executive Committee members.

Remuneration of the Executive Committee

No member of the Executive Committee receives any form of remuneration for his service rendered as an Executive Committee member.

Performance and Effectiveness Evaluation of the Executive Committee

The Executive Committee evaluates its performance and effectiveness regularly during bi-monthly meetings, annual retreats, and biennial surveys.

Charity's reserves position

	2020	2021
Unrestricted Funds – (A)	980,050	990,108
Restricted Funds	1,966,534	2,658,031
Annual Operating Expenditure – (B)	3,983,109	2,230,927
Ratio of Reserve (A)/(B)	0.25	0.44

The Council's accumulated reserves are made up of restricted and unrestricted funds which provide stability and the means for the development of the Council's activities. The Executive Committee Members review the level of reserves regularly for the Council's continuing obligations.

The Council intends to maintain the maximum operating reserves of five years of annual operating expenditure.

The Council does not have any Endowment Fund.

Reserves Policy

The reserve policy is available on page 85 of the Council's Financial Statements.

Major Financial Transaction

- The Council placed fixed deposits with various banks amounting to \$2,594,284 as at the financial year end.
- The Council was funded \$237,703 by the Job Support Scheme.

Financial State

The Council closed the financial year ended 31 March 2021 with a surplus of \$701,555. No major single transaction was reported in the financial year and the Council has no outstanding bank loan at the end of the financial year.

Enable Lives Initiative Funds to Enabling Lives Initiative Funds

	Balance at 01 Apr 2020	Income	Expenditure	Balance at 31 Mar 2021	Planned time of use
Programme Restricted Funds	337,251	336,974	-172,281	501,943	Please see below for detailed planned timing of use
Programme Development Funds	789,836	510,310	-140,346	1,159,800	Please see below for detailed planned timing of use
Care and Share Funds	393,819	0	0	393,819	Mar-22
Enabling Lives Initiative Funds	393,726	93,997	62,843	550,566	May-22
Deferred Capital Funds	51,903	0	0	51,903	Nov-25
Total Restricted Fund	1,966,534	941,281	-249,784	2,658,030	

Planned timing of use: Programme Restricted Funds

	FY 19/20 Balance at beginning of year (Per Audit Report)	Income	Expenditure	Balance at 31 Mar 2021	Planned time of use
Table Tennis Fund	20,182	12,000	-2,801	29,381	Mar-22
Project Champions Way Fund	35,493			35,493	Mar-23
Majulah Tokyo	20,851	50,000	-50,626	20,225	Dec-21
Boccia Fund	80,684	62,500	-46,527	96,657	Dec-22
Tiger Balm Singapore Boccia Open	33,529			33,529	Dec-22
Singapore Disability Sports Awards	37,500	25,000	-11,248	51,252	Dec-22
Micron Technology	49,578			49,578	Jul-22
Para Cycling (Bridgestone)	59,433	0	-59,433	0	-
President's Challenge - Empowering for Life Fund		95,000	-1,646	93,354	Jun-22
President's Challenge 2021		42,474		42,474	Mar-24
Charity Support Fund		50,000		50,000	Jul-22

Planned timing of use: Programme Development Funds

	FY 19/20 Balance at beginning of year (Per Audit Report)	Income	Expenditure	Balance at 31 Mar 2021	Planned time of use
Tenpin Bowling Fund	4,227	19,426		23,653	Mar-22
Development Team Fund	75,122	80,787	-6,272	149,637	Jul-22
One TeamSG Fund	432,261	318,917	-15,436	735,742	Ongoing
ParAble Fund	41,352		-21,437	19,915	Mar-22
Para Cycling (Mitsubishi)	61,623	50,000	-44,554	67,069	Dec-21
l'mPossible Programme	43,859	12,500	0	56,359	Dec-22
Para Sports Bursary Fund	20,639	20,000	-40,639	0	-
Athletics Fund	15,528			15,528	Mar-23
Archery Fund	9,071			9,071	Mar-23
Other Restricted Fund	86,154	8,680	-12,008	82,826	Mar-22

- Programme Restricted Funds Income and expenditure relating to the running of the programmes supported by the funding bodies are accounted for in these funds.
- Programme Development Funds Income and expenditure relating to the development of Pathway and High Performance sports.
- Care and Share Funds It is a dollar-to-dollar matching grant for eligible donations raised and to be used to develop and transform the lives of persons with disabilities through sport. The grant is used for capability building, capacity building, enhancement and new programmes development.
- Enabling Lives Initiative Funds Income and expenditure relating to the first Integrated System for persons with disabilities in Singapore. It allows users to pursue sports as a lifelong journey, live in the values of sports to find independence, develop friendships and be empowered to maximise abilities through sports. pursuing sporting opportunities (& more) with independence
- Deferred Capital Funds The fund comprises donated transporting vehicle cost. The depreciation charge of the vehicle is taken to the Deferred Capital fund over the useful lives.

Purpose of Charitable Assets held

The Council does not hold any major fixed assets like building or any financial instrument like bonds. Assets held as at the end of the financial year are for operational purposes. For more information on the financial assets held by the Council, please refer to Page 79 of the Council's Financial Statements.

Conflict of Interest Policy

All Executive Committee members, staff members and volunteers of SDSC are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. When a conflict of interest situation arises, the member/staff/volunteer is excluded from the discussion and approval of such a transaction.

No staff sits on the Executive Committee, and no staff are involved in the setting of their own remuneration.

Key staff are interviewed by a panel comprising at least one Office Bearer/s and at least one member of the HR Subcommittee, after which the interview panel would propose the remuneration to the Executive Committee for approval.

Whistle Blowing Policy

SDSC has a Whistle Blowing Policy which is posted on the SDSC website, to allow staff and members of the public to report improper, unethical and inappropriate behaviour, so that SDSC may take up timely and appropriate action to safeguard a culture of accountability, integrity and transparency.

Staff Appraisal Policy

Staff performance is evaluated against Key Performance Indicators (KPIs) twice a year by the reporting officers. The Executive Director's appraisal is conducted once a year by office bearers. The end-of-year assessment is discussed with and endorsed by the HR Subcommittee. It is then reviewed and approved by the Executive Committee.

Policies Adopted in FY20/21

During the period from April 2020 – March 2021 (FY20/21) the following policies were adopted.

Code of Conduct for Exco, Employees and Volunteers (From May 2020)

The Code of Conduct for Exco, Employees and Volunteers policy defines the standards of behaviour expected of people who work for, or on behalf of SDSC. The policy aims to maintain consistency with SDSC's mission and core values, and minimise risks of behaviour that may create liability or bring disrepute to SDSC.

Volunteer Management Policy (From May 2020)

Volunteers contribute to community development by committing time and effort. This policy outlines the SDSC's approach to involving volunteers, and recognises their roles, rights, and responsibilities.

Expense and Claims Policy for Exco, Staff and Volunteers (From May 2020)

The Expense and Claims Policy details when and how the Executive Committee, Staff, and Volunteers can make reimbursement of allowable and pre-approved expenses while fulfilling assigned duties.

Cash Receipt Policy (From May 2020)

The Cash Receipt Policy provides guidelines for SDSC's cash handling operations to minimise risks of fraud, theft, manipulation of accounts, and misappropriation. It aims to protect staff and/or volunteers from wrongful accusations of dishonesty and prevent temptation or fraudulent practices, and provide assurance to donors that their donations are properly accounted.

Documented procedures are in place for financial matters and controls in key areas including procurement, receipting, payments, as well as a system for delegation for authority and limits of approval.

Highlights of 2020/2021

In 2016, the SDSC consulted its stakeholders and identified seven Critical Success Factors (CSF) for disability sports in Singapore. These CSF, which were then developed into a blueprint for 2017 to 2021, were:

- 1. Comprehensive support and development frameworks to nurture athletes
- 2. Enhanced partnership and collaborations
- 3. Grooming capable sports leaders and champions
- 4. Broad-based systems
- 5. Increase technical expertise, resources
- 6. Corporate and government support
- 7. Build a technological ecosystem to unite and synergise sports programmes

The SDSC has been taking steps, together with its partners and supporters, to ensure that these CSF are objectified in our programmes, services and operations to deliver the blueprint. Highlights of these efforts in in FY2020-2021 are captured in this section.

FY 2020/2021 was an extraordinary year. We started the year with a lockdown, as our nation tried to make sense of COVID-19 and the ripples it had cast around the world. Trainings and all types of sport activities were put on hold, until there was a safety net drawn around the execution of such. Over the year, as infections fluctuated, we returned to the drawing board frequently to review our rules of engagement, to ensure we could maintain some form of support for our community and to ensure their safety.

Our athletes, partners and supporters kept their spirits up and navigated these waves of change with us. Together, we learnt, re-learnt, and made hard decisions, to take different paths to succeed.

But the pandemic follows no one's calendar. Therefore, we will continue to need the cooperation and understanding that pulled us through in the past year, to the next. Like our very best athletes, we must realise that adapting is not the real challenge – it has always been "will power" that sets champions apart.

HIGHLIGHTS OF 2020/2021

Knowledge

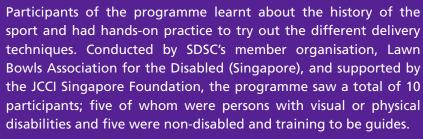
Besides running our own programmes to raise awareness of sports for persons with disabilities, we believe in a "many hands" approach that emphasises collaboration with multiple touchpoints where persons with disabilities can be introduced to sports.

This segment describes our efforts in three of the seven Critical Success Factors (CSF) mapped by SDSC for disability sports in Singapore:

- Comprehensive support and development frameworks to nurture athletes
- Enhanced partnership and collaborations
- Broad-based systems

Learn-to-Play Lawn Bowls

2 & 9 October, 6 & 13 November 2020 (4 sessions) Kallang Lawn Bowl Green





Learn-to-Shoot (Visual Impairment)

31 October - 19 December 2020 (8 sessions) **Denker Sports World** Shooting at Tampines Safra

Shooting is one of the sports that has become inclusive as a result of technology. Athletes with visual impairment use an audio signal to guide them in their aiming, with the audio signal rising in pitch as the point of aim moves nearer to the centre of the target. Two visually impaired participants were able to develop their skills over the course of 8 sessions.

Learn to Sail

8 November to 12 December 2020 (6 sessions) Changi Sailing Club

Helmed by Jovin Tan, the first sailing coach with disabilities in Singapore, the programme was completed by three participants with disabilities and two parents, who played the role of buddies. The programme not only taught sailing, but served to promote the inclusive nature of disability sports and highlight the roles that volunteers could play to support para sports.



Enhanced partnership and collaborations

Workshop: Intro to Intellectual Impairment and Behavioral Management in Sporting Context

28 October 2020 Virtual

SDSC collaborated with ActiveSG and conducted a workshop for 51 coaches and Sport Singapore staff. The workshop was led by Ms Wendy Choh, a psychologist who has been volunteering for SDSC for 17 years to certify persons with intellectual impairment for local events and competitions. Ms Choh is also Singapore's National Eligibility Officer to Virtus, World Intellectual Impairment Sport, and volunteers for the international federation to license athletes with intellectual impairment globally so that they may qualify for sanctioned competitions. Ms Choh shared valuable insights on intellectual impairment as a disability, as well as tips for coaches to effectively communicate with persons with intellectual impairment, such as the use of concrete and literal language. She also emphasised on being solution-focused and behavioral-specific when giving instructions to persons with intellectual impairment.



Active SG x SDSC Intellectual Impairment Programme Season 1 2021

January to March 2021

this programme to others. The coaches are very encouraging and patient. Everything was taught step by step and the students were able to apply the right techniques. My son enjoyed it very much and looked forward to attending the sessions.

I definitely recommend

Chan Kam Ling, Parent of Jeremy Yeo

SDSC, in collaboration with ActiveSG Academies and Clubs, introduced the first-ever programme under the ActiveSG umbrella targeted at youths with impairment. Over the course of nine sessions, six participants were taught the basics of athletics and learnt how to run, throw and jump.





The programme is suitable for all students regardless of their fitness level. Even though my daughter is a long-distance runner, she has benefited from this session by learning the proper techniques of running and how to avoid injuries.

Rosmawati,
 parent of Siti Nurhazimah



Goalball 2on2 VisAbility Challenge 2021

21 March 2021 Clementi Sports Hall

It was a day of many goals and more smiles at the VisAbility 2 on 2 Goalball Competition 2021 organised by SDSC's member organisation, Goalball Singapore. The competition was the first in almost two years for the seasoned athletes, and the first competitive experience for the aspiring athletes and sighted partners.



I'mPOSSIBLE

The I'mPOSSIBLE education programme, aimed at challenging and changing the perceptions of how young people perceive people with an impairment, is a collaboration between SDSC, Agitos Foundation, the Nippon Foundation Paralympic Support Centre, the Global Sport Development Foundation and the Japanese Paralympic Committee.

Entering its third year in Singapore, the programme has trained more than 290 local educators through I'mPOSSIBLE workshops since 2018. The local activations for FY20/21 were made possible by Micron Foundation.

Broad-based systems

I'mPOSSIBLE Teacher Training

7 & 8 October 2020 Virtual

As physical events took a toll from the pandemic, SDSC acted quickly to pivot the annual I'mPOSSIBLE Teacher Training workshops to virtual formats. Close to 50 educators participated in the two half-day workshops to learn about promoting the Paralympic values and sport inclusion among their students.

Paralympians Nurul Taha, Theresa Goh Jovin Tan and Tokyo 2020 debutant Steve Tee had their maiden experience as SDSC's I'mPOSSIBLE facilitators, sharing their experience and knowledge with participants.

Programme Stats

294 teachers

from 53 schools trained from 2018 to 2020

47 teachers

(Run 4: 7 & 8 October 2020)

100% of the participants surveyed said they

would recommend

to other educators.

Facilitating at the
I'mPOSSIBLE workshops helped
give me another insight into
further education on the Paralympic
movement in schools. It was very
interesting to see how the information
could potentially be used to widen
and progress the movement of
disability sport in Singapore.

— Theresa Goh, Paralympian



I'mPOSSIBLE Special Workshop: Managing Mixed Abilities in PE

28 Jan 2021 & 4 Feb 2021 (first run) 20 participants 24 March 2021 & 14 April 2021 (second run) 27 Participants Virtual

SDSC collaborated with Youth Sport Trust, a highly respected charity in the United Kingdom promoting youth sport, to curate and introduce the I'mPOSSIBLE Special Workshop, Managing Mixed Abilities (ASD, ADHD) in PE to educators who wished to gain additional knowledge on supporting their students with Autism and Attention Deficit Hyperactivity Disorder. Our volunteer, Ms Wendy Choh (Psychologist & Virtus National Eligibility Officer, Singapore), joined hands with Mr Simon Scarborough (Head of Department, Physical Education at Crispin School, Somerset, UK), Ms Vivienne Holt (International Head of Operations, Youth Sport Trust) and Mr Kevin Barton (International Education Consultant, Youth Sport Trust) to share valuable information on the characteristics and behaviours of persons with ASD and ADHD, and innovative teaching methods to achieve inclusive PE.

2 workshops: 47 participants



from 30 schools

I would definitely try the activities and tips shared with the school especially with regards to marking boundaries and space for the students.

— Phua Ying Li, Pei Hwa Presbyterian Primary School



ParAble Programme

21 March 2021

Project ParAble aims to provide students and teachers in mainstream schools with the resources and confidence to implement inclusive sports programmes that can lead to sustainable opportunities for students with disabilities to benefit from physical activity and peer teamwork. The COVID-19 pandemic meant that SDSC had to explore smaller group activities and virtual implementations, where students were introduced to disability sports and met some of our para athletes, understanding their sports journey and struggles they overcame. This programme is proudly supported by Temasek Foundation.

September 2020

St Hilda's Secondary School 80 students

October 2020

Clementi Town
Secondary School

280 students

October 2020

St Patrick's School

22 students

December 2020

Assumption English School

50 students

September 2020

St Margaret's Secondary School

27 students

October 2020

Zhenghua Secondary School

280 students

November 2020

Pei Tong Primary School

240 students

March 2021

Mayflower Primary School

368 students

8 Schools

nools 1,347 Students















WeHeartBoccia Outreach Programme

Train-the-Trainer workshops held 13 & 27 March 2021 Cerebral Palsy Alliance Singapore (CPAS) School

Proudly supported by Tiger Balm, the programme aims to bring the sport of boccia to Senior Activity Centres (SAC) and Early Intervention Centres (EIC) across Singapore, to make the sport easily accessible to the community. SDSC partnered with its member organisation and centre of excellence for boccia, Cerebral Palsy Alliance Singapore (CPAS), to co-create the training manual for the programme and host train-the-trainer workshops. SDSC's boccia coaches, together with athlete ambassadors and volunteers, led the participants through the game of boccia, learning about the different skills required and the rules of the sport.

12 centres









We have been playing boccia for a long time. It was great that we had an opportunity to share our knowledge with others, and gain new experiences as trainers.

Juni Syafiqa Jumat,
 Athlete Ambassadors

HIGHLIGHTS OF 2020/2021

Forging ahead as one sporting community

Social distancing forced us to be physically apart, but also made us realise how much togetherness meant to us. Never before had we felt a greater need to stay connected as a community, and inspire each other to pull through this pandemic by **leaving no one behind.**

This segment describes our efforts in one of the seven Critical Success Factors (CSF) mapped by SDSC for disability sports in Singapore:

• grooming capable sports leaders and champions.

Purple Parade

31 October 2020 Virtual

The Purple Parade is Singapore's largest movement to support inclusion and celebrate the abilities of Persons with Disabilities (PWDs). Held annually since 2013, the parade is Singapore's largest movement to support the inclusion of PWDs and celebrate their abilities. To support inclusion and celebrate the abilities of PWDs, our athletes, together with more than 2,600 Singaporeans made their pledge in a video montage. The concert was live-streamed on the Purple Parade's Facebook page and about 35,000 people tuned in to the livestream.



SDSC Swimming Trials 2020 and 2021

8 December 2020 (22 participants) | 19 January 2021 (19 participants) Our Tampines Hub

To counter the lack of competitions driven by global travel restrictions, SDSC organised two swimming time trials to ease our swimmers back into competitive mode. The swimming time trials were SDSC's first official competitions in almost a year. In compliance with safe management measures, the swimming trials were behind closed doors, dedicated to aspiring and persevering swimmers. New swimmers were classified, and timings were sanctioned for qualification to major games.





Inclusive Sports Conference

16-18 March 2021 Virtual

SDSC was a co-host at the inaugural Inclusive Sport Conference 2021 (ISC 2021), hosted by Sport Singapore. The virtual conference gave a platform for stakeholders from the disability sports ecosystem to share their knowledge and promote inclusive practices.

Over 700 individuals tuned in to the 3-day virtual conference, which focused on how Singapore could foster greater inclusivity through a collaborative ecosystem. SDSC shared about the para sports pathway from recreation to high performance and viewers got a chance to listen to our national athletes, such as Suhairi Suhani and Nur 'Aini Mohamad Yasli, share about their sporting journeys.



Season 2021 Series 1 Lift Trial (Para Powerlifting)

19 March 2021 ActiveSG Toa Payoh gym

To help our para powerlifting athletes maintain their competitive fitness, SDSC organised a Lift Trial in March. Five athletes came forward to participate, with all five of them achieving their personal bests.





Haw Par Junior & Youth Athletics Meet 2021

20 March 2021 Home of Athletics

More than 100 youths participated in the Haw Par Junior & Youth Athletics Meet 2021, organised by SDSC's member organisation, Para Athletics Singapore. The long-awaited event, with the last edition held in 2019, catered to youth across different impairments – intellectually impaired, deaf and hard-of-hearing, visually impaired, physically impaired and multiple disabilities.





Haw Par National Youth Swimming Championships 2021

30 March 2021 Our Tampines Hub

49 participants took part in the Haw Par National Youth Swimming Championships 2021, which saw five youth athletes (Jareth Wong, Colin Soon Jin Guang, Wong Zhi Wei, Tong Jing Xuan Janelle, Sophie Soon Jin Wen) setting new or breaking the national records.



Healthcare Humanity Awards 2020

8 December 2020 Virtual

The Healthcare Humanity Awards pays tribute to inspirational role models, caregivers and volunteers who go the extra mile. This year, 95 recipients received the Healthcare Humanity Award 2020.

Lim Boon Ghee (sports assistant/caregiver to Faye Lim, Boccia) and Dr Teoh Chin Sim (Vice President of SDSC) were recipients of the Humanity Healthcare Awards 2020.



Meet your homegrown heroes



Annual Briefing for Athletes and Support Officials 2021

29 & 31 March 2021 Virtual

The annual briefings serve to provide a regular platform for SDSC to meet athletes and officials in the sports it supports, and help them understand key policies and directions to promote para sports as one community. More than 50 members attended the briefing over two days. The briefing consisted of six modules and highlighted the resources and opportunities available to para athletes in Singapore.

HIGHLIGHTS OF 2020/2021

Recognition

Experience tells us that the cause we advocate shines most through the stories of inspirational athletes and community contributors, and therefore, we continued to dedicate time to source resources to cultivate capable sports leaders and champions.

This segment describes our efforts in one of the seven Critical Success Factors (CSF) mapped by SDSC for disability sports in Singapore:

• corporate and government support.

Singapore Disability Sports Awards 2020

7 August 2020 Virtual

The Singapore Disability Sports Awards (SDSA) presented by Haw Par Corporation returned for the second straight year with a total of 49 nominations received for 9 award categories. The total number of nominations received increased by 5 when compared to last year's edition. Winners were announced on 7 August 2020.

The SDSA was graced by Guest of Honour, Mr Edwin Tong, Minister for Culture, Community and Youth & Second Minister for Law, and Ms Jasmin Hong, General Manager (Marketing), Haw Par Healthcare.

Organised by the Singapore Disability Sports Council (SDSC), the awards aim to recognise the achievements and contributions made by individuals or groups in the disability sports community.

In a new format introduced for this edition, members of the public were involved in the voting process by casting a vote for nominees of awards in the Contributor category. Voting was done on SDSC's Facebook page.





49

2019 Nomination

2020 Nomination



Sportswoman of the Year

Sportsman of the Year

Sportsgirl of the Year

Sportsboy of the Year

Team of the Year

Coach (High Performance)

Coach (Developmental)

Community Impact (Volunteering)

Community Impact (Events and Initiatives)

Lifetime Achievement Award

Eric Foo Ming De, Tenpin Bowling

Toh Wei Soong, Swimming

Muhammad Farhan Bin Ismail and
Eric Foo Ming De, Tenpin Bowling

Pang Qing Liang, Archery

Muhammad Abdul Razak Bin Mansor
serendipET

Cerebral Palsy Alliance of Singapore

Henry Tan

Nur Syahidah Alim, Archery

Haw Par Para Sports Bursary 2020

11 November 2020



The third edition of the Haw Par Para Sports Bursary Award saw 36 deserving para athletes from disadvantaged backgrounds receive cash awards to continue chasing their dreams. Due to COVID-19, there was no ceremony for this edition of the award. To commemorate their bursary, each athlete was presented with a 'Back to Sport' care package, comprising sports accessories and handwritten messages by Haw Par Corporation employees.

Story of Danielle Moi, recipient of Haw Par Para Sports Bursary 2020

The first half of 2020 was supposed to be Moi Yan Ting Danielle's last stretch to qualify for the Tokyo 2020 Paralympic Games, as she set her sights on clearing seconds to meet the Games' Minimum Qualification Standard (MQS). Without a warning, COVID-19 threw the global swimming competition. She had to quickly adjust to new home-based training sets to keep herself fit for competition, and seek her family's extended support to continue her dream. In recognition of her drive to succeed against the odds, the Haw Par Para Sports Bursary Award selected Moi as one of its 36 recipients for 2020.

and my family has made a lot of sacrifices for me to chase this dream.
I am very happy to receive the Haw Par Para Sports Bursary Award that would allow me to continue training, upgrade my equipment and offset the cost of competing overseas. I want to earn the right to represent Singapore at the Tokyo 2020 Paralympic Games.

— Moi

who has now resumed her routine of at least eight pool sessions a week.

HIGHLIGHTS OF 2020/2021

Innovation

Innovation is the cornerstone of growth. SDSC added value to existing ideas, worked with partners to push out new programmes and create fresh content to meet the substantial changes in the community.

This segment describes our efforts in two of the seven Critical Success Factors (CSF) mapped by SDSC for disability sports in Singapore:

- increase technical expertise, resources
- build a technological ecosystem to unite and synergise sports programmes

The Inside Track

April 2020

The circuit breaker marked the official launch of The Inside Track, SDSC's resource bank specially curated for all PWDs. Housed on SDSC's website (www.sdsc.org.sg), content ranging from heartwarming stories and interviews, tips and tricks, guides and resources were pushed out on this platform. With Singaporeans encouraged to stay at home as much as possible, SDSC worked closely with our athletes and officials to create content to engage the community and to encourage Singaporeans to stay active and healthy.

Train From Home Video Series

We featured a few of our sports teams who have adapted their training programmes and stayed bonded through virtual training sessions.





Athlete Q&A Video Series

Working with our athletes and officials, we recorded interviews and gained insight about their sports journey and challenges faced during the circuit breaker. Questions were polled from members of the public via SDSC's social media pages.



Collaboration with Singapore Para Athletes Commission (SPAC)

Working with members of the SPAC, we pushed out a fitness video series and a weekly planner template, to encourage greater thought to one's schedule and to understand our athletes' schedule for a typical day.

Get fit with SDSC Video Series







Weekly Planner Series

Nurulasyiqah Mohammad Taha (22 May) Kalai Vanen (27 May)

To battle helplessness during the circuit breaker, our athletes Nurul and Kalai shared their weekly schedules to encourage others to create a daily routine. They shared some noteworthy points on how to start a weekly planner and how to manage one's tasks.

SDSC's LIFE Mobile App

2018 - 2021

To leverage advancing technology and promote healthy living to PWDs, SDSC kickstarted the development of a mobile app called LIFE, in 2018. It aims to serve as a onestop portal to learn about rehabilitation opportunities through sports, and record their sporting journeys. In 2020, SDSC continued developing the mobile app and conducted a soft launch on 26 August 2020, rolling out the app to the beta testers, athletes and officials.

In tandem with the soft launch, SDSC organised a series of events to interact with new members of the community who were introduced to SDSC via LIFE. Registration for the events were conducted via LIFE.

SDSC Virtual Fitness Challenge 2020: September 2020

High Performance Coaching: Taking it to the Next Level: 23 September 2020

Sharing Circle: Physical Impairment: 12 October 2020 Sharing Circle: Sports on Wheelchair: 26 October 2020

Hangout with our Athletes (Intellectual Impairment): 16 December 2020

Currently, the mobile app supports a range of roles and features for members of the community, members of the public and PWDs aspiring to participate in sports.





Fundraising Plans

SDSC plans to continue to engage corporations, organisations and individuals to ensure sustainability of its programmes in the long-run. For FY20/21, the key fundraising plans are:

Defy Limits Fund

SDSC will continue to raise funds for our sports teams through the Defy Limits Fund, that focuses on working with corporations, community groups and schools to support our sports teams to provide opportunities for Persons with Disabilities to participate in training, to purchase equipment for disability sports and to participate in competitions. Donations under the Defy Limits Fund will be matched dollar-fordollar under the One Team Singapore Fund.

Donation Draw

SDSC hopes to conduct a donation draw where participants purchase donation draw tickets for a chance to win different experiences and prizes that are available. This will be the first time that SDSC has conducted a donation draw of this nature. Donations will be channeled to sustain SDSC's programmes.

Project Resilience

Project Resilience is SDSC's fundraising campaign to continue to raise funds as we fight a prolonged COVID-19 pandemic. Together with our corporate partners, we are raising funds for SDSC to support various areas of need such as programme-related costs such as training and competitions for existing para athletes, outreach and community engagement activities to reach out to even more persons with disabilities (PWDs).

Virtual Fundraising Events

SDSC also has plans to carry out a series of virtual activities that can help to raise funds for SDSC's programmes. For example, a virtual run that can be carried out at the participant's own time and a virtual quiz night, are some of the activities to be carried out. Donations raised will help to contribute to lower SDSC's operational overheads.

Digital Fundraising

Project Rebound

2 June 2020 to 31 March 2021

Project Rebound was SDSC's fundraising campaign to raise funds as we emerge from the COVID-19 Pandemic stronger. Donations were received via Giving.sg or bank transfer, with all donations matched dollar-for-dollar under Tote Board's Enhanced Fundraising programme. SDSC was privileged to have individual givers and companies come forward to donate under Project Rebound. A total of \$18,894.86 was raised and will be utilised for SDSC's programme-related costs and operational overheads.

School & Student Initiatives

Perfectly Imperfect

24 July 2020 to 23 July 2021

Students from Singapore Polytechnic ran a digital fundraising campaign for SDSC to raise funds for para sports teams. Interviewing three athletes, Tay Wei Ming, Sophie Soon and Apple Tan, the students created three videos about the impact of Singapore's circuit breaker on sport. They raised \$3,775 for SDSC on Giving.sg thus far. Donations were raised for SDSC's para sports teams.



STEPUP! Virtual Charity Run-Walk

1 July to 31 August 2020

SDSC was the beneficiary of the STEPUP! Virtual Charity Run-Walk organised by the NUS Students' Science Club. The team worked with SDSC to create content about disability sports. Steve Tee also participated in an Instagram Live session with participants of the event, sharing about his sports journey and training for the Tokyo 2020 Paralympic Games. The NUS Students' Science Club raised \$1,916 for SDSC, with the donation going to SDSC's programme-related costs and operational overheads.

RunNUS 2020

1 July to 30 September 2020

RunNUS is a run organised annually by the NUS Students' Sports Club for the past 13 years. In light of the evolving COVID-19 situation, RunNUS 2020 was a virtual run, to promote a healthy lifestyle and bring sports to all in a safe manner. Above running and fitness, RunNUS seeks to raise awareness and promote inclusivity of Persons with Disabilities and Special Needs (PWDSNs). Net proceeds of the run were channeled to SDSC and Disabled People's Association (DPA), with SDSC receiving \$3,500. The donation will be used for SDSC's programme-related costs and operational overheads.

More than 10 of our athletes participated in the virtual run, clocking distances of 5km and 10km in a strong show of support. Kalai Vanen and Joan Hung were also featured in a video collaboration with Our Grandfather Story, where they shared about their impairments and the sports they played.

Joash Nga's Fundraiser

17 November to 21 December 2020

Joash Nga is a Secondary 2 student at Anglo-Chinese School (Barker Road). He was born with cerebral palsy which affects his mobility and he moves around in a wheelchair. During the December school holidays, Joash suited up to go on the ROBO-Walk Programme at Tan Tock Seng Hospital CART for the second time and aimed to raise funds for Cerebral Palsy Alliance Singapore and SDSC. At the conclusion of the programme, Joash completed his last session on the Lokomat and clocked a total of 33,264 steps and covered a distance of 16.366km. \$8,652.95 was raised with the donation to be used for SDSC's programme-related costs and operational overheads.



Corporate Partners Give Back

CheerForce Singapore Pte Ltd

8 July to 17 August 2020

CheerForce Singapore Pte Ltd and the Cheerleading Federation (Singapore) sold t-shirts in the lead up to National Day from 8 July to 17 August 2020. They raised \$1,138 with proceeds channeled to the para powerlifting team. In the same spirit, Cosmo Sports also ran a National Day campaign in celebration of Singapore's 55th birthday from 8 August to 15 December 2020, donating \$5.50 per shirt sold. Cosmo Sports raised \$414.50 for the para badminton team.



Aston Martin Owners Club Singapore Donation

29 September 2020

The Aston Martin Owners Club Singapore (AMOCS) and Singapore Disability Sports Council (SDSC) celebrated 12 years of friendship as AMOCS presented a donation of \$20,000 to SDSC. Most notably, AMOCS members made victory parades possible for the 2008 and 2012 Paralympians, ensuring their efforts at their games were recognised. The donation went towards SDSC's programme-related costs and operational overheads.



Crystal Time (S) Pte Ltd

21 September to 31 December 2020

Crystal Time (S) Pte Ltd ran an auction for a limited edition Luminox watch with the funds donated to SDSC. Additionally, Crystal Time (S) Pte Ltd also worked with our athletes Muhammad Diroy Bin Noordin, Kalai Vanen, Tay Wei Ming and Nur Syahidah Alim, on a 'Never Give Up' campaign, where they had an opportunity to share their stories and to encourage others to persevere and never give up. They raised \$2,550 for SDSC's programme-related costs and operational overheads.

Corning Singapore Holdings Pte Ltd

1 September to 31 December 2020

Corning Singapore Holdings Pte Ltd organised the 'The Corning Well-Being Challenge' and chose SDSC as the beneficiary of the fundraising initiative. The challenge invited Corning employees to maintain both physical fitness and psychological wellbeing while fundraising for SDSC. Our athletes Rex Tan and Steve Tee participated in a virtual athlete engagement to encourage Corning employees to chase their dreams.

In total, Corning raised \$19,426 for SDSC's para bowling team.



The Year Ahead (future plans)

Strategic Plan

SDSC is currently developing its new multi-year plan for 2022-2028, in consultation with internal and external stakeholders. The plan will seek to help SDSC serve better as the national body representing and advocating sports for Persons with Disabilities (PWDs) with the following strategic goals:

- To establish / Influence national initiatives and policies to promote sports for PWDs across a spectrum of Private and Public Sectors including Health, Education, Social and Family Development, besides Sports
- 2) To provide oversight and guidance for national sports associations (NSAs) to become inclusive to PWDs and ensure that organisations, clubs and groups are coordinated for athletes with disabilities to access sports
- 3) To be an agent that represents athletes with disabilities and organisations serving PWDs to champion sports issues
- 4) To maintain oversight over high performance and development concerning para athletes in NSAs and National Disability Sport Associations (NDSAs), and host national events and programmes to channel talent to NSAs and NDSAs and promote public education

Strategic initiatives for the next two years to achieve our mission and vision include:

HIGH PERFORMANCE

 Setup of first National Performance Centre for Para Sport (in sport of swimming) and establishment of a national network with clubs to support development.

 Continued partnership with the Singapore Sport Institute to support Sports Excellence scholars pursue their sporting goals.

COMMUNITY OUTREACH AND EVENTS

- Continued attraction of prominent and meaningful international para events to Singapore, e.g. World Para Swimming World Series, ASEAN Para Games.
- Partnership with ActiveSG to support the inclusion of Persons with Disabilities (PWDs) in Academies and Clubs.
- Expansion of outreach programmes to heartlands, social service organisations and hospitals, including introduction of e-sport and formation of community sports clubs.
 - Continued tapping on LIFE for community engagement and growth.

RESEARCH

 Establishment of a Sport Readiness
 Screening for PWDs

PATHWAY AND PARTICIPATION

- Continued management of developmental training programmes until National Sports Associations (NSA) are inclusive.
- Development of National Disability Sports
 Associations (NDSA) for sports not adopted by NSAs.
 - Partnership with National Youth Sport Institute and Singapore Sports School to better support youth development.

ADVOCACY AND EDUCATION

- Formation of Community of Practice to support inclusive physical education in mainstream schools
- Provision of professional advice and resourcing guides to promote inclusive co-curricular activities in mainstream schools
- Promote youth inclusion through sport in schools via ParABLE Experience Days and I'mPOSSIBLE Programme (educator-led programme)
 - Collaboration with National Sports
 Associations to revolutionise sport
 practices and programmes for
 national inclusion goals

Council Commitments

The Council has planned and committed expenditure to:

• Introduce an intelligent mobile application to promote sports for persons with disabilities (PWDs) and sport achievements by para athletes

L.I.F.E. is SDSC's first mobile application that seeks to engage more PWDs in sports by matching them with suitable sports opportunities. It also seeks to enable those who are already involved in sport to monitor their training activities and sport achievements, so as to qualify for more competition opportunities. The project started in September 2018 and is set to be completed by July 2021. Total project expenditure is \$997,900 with an approved grant of \$898,110 from SG Enable.

• Pilot a sector employment programme for para athletes

Focus on Abilities is a pilot programme to provide training and upskilling opportunities for athletes to pursue a career in the sports industry, so as to enhance their empowerment from sport while simultaneously facilitating their give-back to sports. The programme started in July 2019 and is set to be completed by June 2022. Total programme expenditure is estimated at \$285,000, which will be fully funded by the President's Challenge (Empowering for Life) Fund.

Revamp the SDSC website and build volunteer capabilities

The SDSC website will be revamped to improve its navigation and outreach outcomes to PWDs, while new processes and resources would be developed to improve SDSC's volunteer engagement. The projects started in June 2020 and are set to be completed by June 2022. Total cost for both projects is estimated at \$100,000, which would be fully funded by the Community Chest Charity Support Fund.

Council's Expenditure Plans For FY21/22

Based on budgeting planned and approved as at 31 March 2021

Charitable Activities - \$3,960,000 Administrative / Overheads - \$410,000 Governance Costs - \$10,000

Total Planned Expenditures- \$4,380,000

Note: The FY21/22 Planned Expenditures of \$4,380,000 include expenditures for spexScholarship and spexTag of \$770,000

Code of Governance Checklist for Charities & IPC:

Governance Evaluation Checklist for SDSC (1 April 2020 - 31 March 2021) (For large charities/IPC - Enhanced Tier)

S/N	Key Code guidlines	Code guideline ID	SDSC Compliance	Remarks
	BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff1 appointments? (skip items 2 and 3 if "No")		No	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	1.1.7	Complied	
	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.			
5	All governing board members must submit themselves for re-nomination and reappointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
	CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
	STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
	HUMAN RESOURCE AND VOLUNTEER ² MANAGEMENT			
12	The Board approves documented human resource policies for staff. There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.1	Complied Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	

Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No") All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if "No") All donations in kind received are properly recorded and accounted for by the charity. DISCLOSURE AND TRANSPARENCY "The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and		Yes Complied Yes Complied Complied
year? (skip item 22 if "No") All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if "No") All donations in kind received are properly recorded and accounted for by the charity. DISCLOSURE AND TRANSPARENCY "The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and	7.2.3	Complied Yes Complied
promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if "No") All donations in kind received are properly recorded and accounted for by the charity. DISCLOSURE AND TRANSPARENCY "The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and	7.2.3	Yes Complied
Did the charity receive donations in kind during the financial year? (skip item 23 if "No") All donations in kind received are properly recorded and accounted for by the charity. DISCLOSURE AND TRANSPARENCY "The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and		Complied
All donations in kind received are properly recorded and accounted for by the charity. DISCLOSURE AND TRANSPARENCY "The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and		
"The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and	8.2	Complied
(a) the number of Board meetings in the financial year; and	8.2	Complied
/b) the attendance of every review beard marsher at these meetings."		
(b) the attendance of every governing board member at those meetings." Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
		Yes
	2.2	Complied
has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.		
The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR		
The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family3 belonging to the Executive Head4 or a governing board member of the charity;		
(b) the staff has received remuneration exceeding \$50,000 during the financial year.		
The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR		
The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
A I I I I I I I I I I I I I I I I I I I	Are governing board members remunerated for their services to the Board? (skip tems 25 and 26 if "No") Does the charity employ paid staff? (skip items 27, 28 and 29 if "No") No staff is involved in setting his own remuneration. The charity discloses in its annual report — a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration. The charity discloses the number of paid staff who satisfies all of the following criteria: a) the staff is a close member of the family3 belonging to the Executive Head4 or a governing board member of the charity; b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who	Are governing board members remunerated for their services to the Board? (skip tems 25 and 26 if "No") Does the charity employ paid staff? (skip items 27, 28 and 29 if "No") No staff is involved in setting his own remuneration. 2.2 The charity discloses in its annual report— a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration. 8.4 The charity discloses the number of paid staff who satisfies all of the following criteria: a) the staff is a close member of the family3 belonging to the Executive Head4 or a governing board member of the charity; b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year. 8.5

The charity has a documented communication policy on the release of information 9,2 Complied about the charity and its activities across all media platforms.

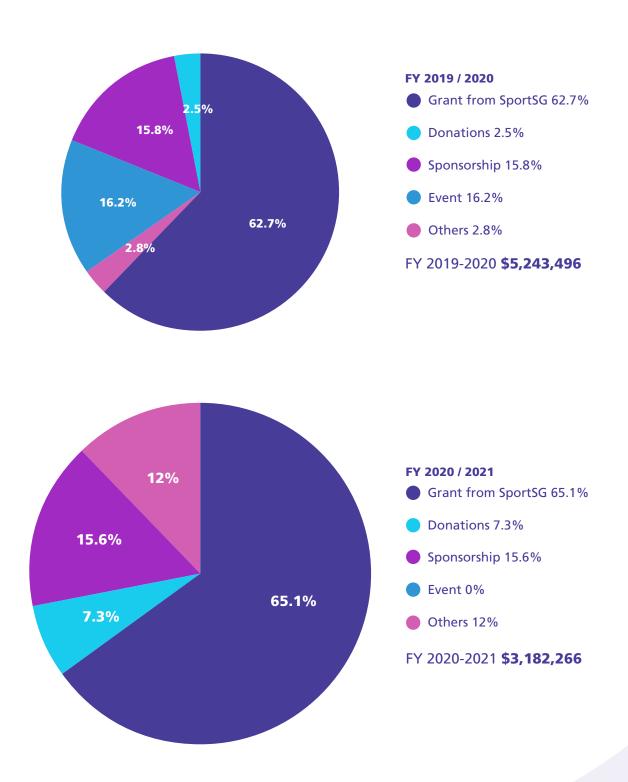
Notes:

- 1. Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative
- 2. Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- 3. Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity;
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

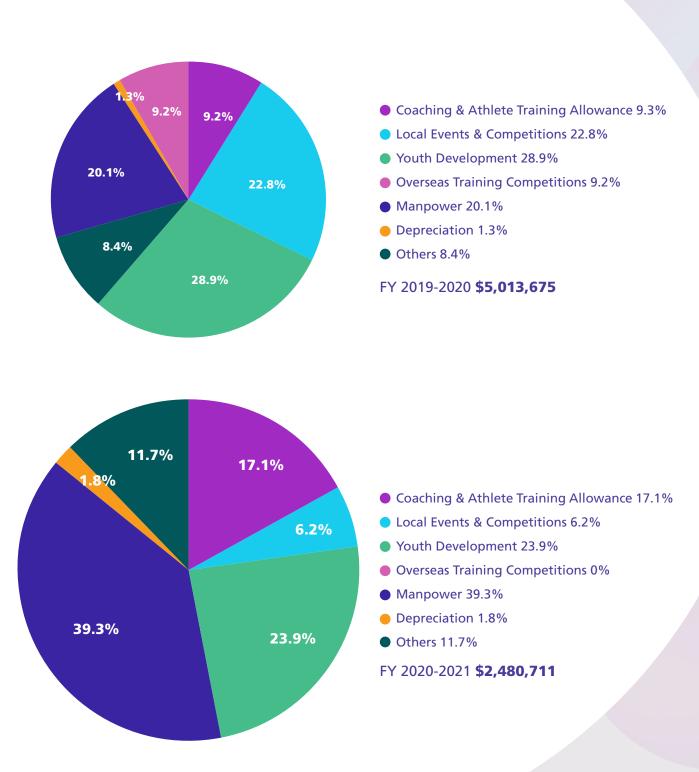
A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.
- 4. Executive Head: The most senior staff member in charge of the charity's staff.

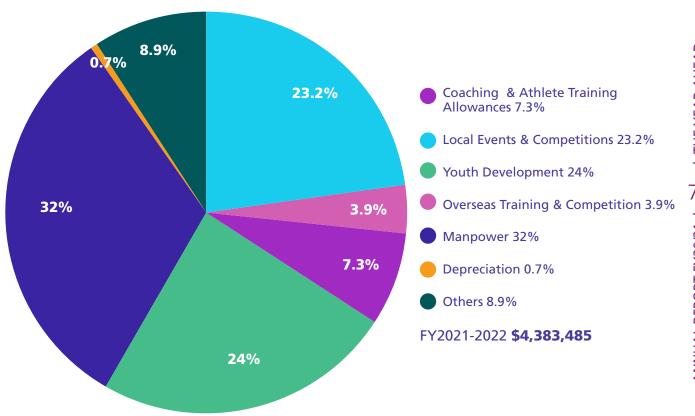
Categorised Income



Categorised Expenditure



Planned ExpenditureBased on budgeting planned and approved as at 31 March 2021



S B Tan Audit PAC

Public Accountants & Chartered Accountants Reg no. 201709525H 118 Aljunied Avenue 2 #06-104 Singapore 380118

Tel: 6844 8626 Fax: 6844 8627

E-mail: admin@sbtan.com http://www.sbtan.com

Singapore Disability Sports Council

Registration No. S73SS0035B

Registered office: 3 Stadium Drive #01-34 Singapore 397630

Annual Report for the Year Ended 31 March 2021

EXECUTIVE COMMITTEE MEMBERS' REPORT

We, the undersigned Executive Committee Members, submit this annual report to the members together with the audited financial statements of Singapore Disability Sports Council for the financial year ended 31 March 2021.

Executive Committee Members

The Executive Committee Members at the date of this report are as follows:

Dr Teo-Koh Sock Miang - President
Dr Teoh Chin Sim - Vice President
Mr Ho Cheng Kwee - Honorary Secretary
Ms Angeline Peh Ya Hui - Honorary Treasurer

Mdm So Kah Lay - Honorary Assistant Treasurer

Ms Suzana Binte Soo - Member Mrs Koh-Lim Ai Lav - Member Mr Benson Loo Kah Chun - Member Mr Eric Tseng Hao Chun - Member - Member Ms Theresa Goh Rui Si Ms Yip Pin Xiu - Member Mr Patrick Wong Soo Wei - Member - Member Mr Hui Beng Hong Mr Kenneth Lai Chen Ning - Member

Auditors

S B Tan Audit PAC has expressed willingness to accept re-appointment as auditor.

Statement by Executive Committee Members

The Executive Committee of **Singapore Disability Sports Council** is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("CAS"). This responsibility includes selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

In our opinion, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the Council as at 31 March 2021, and of the results, changes in funds and cash flows of the Council for the year ended on that date in accordance with the provisions of the Acts and CAS.

The Executive Committee Members have, on the date of this statement, authorised these financial statements for issue.

On behalf of the Executive Committee

DeoKohilu

Dr Teo-Koh Sock Miang President

Ms Angeline Peh Ya Hui Honorary Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SINGAPORE DISABILITY SPORTS COUNCIL

Report on the Audit of the Financial Statements

Opinion

In our opinion, the accompanying financial statements of **Singapore Disability Sports Council** (the "Council") are properly drawn up in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("CAS") so as to give a true and fair view of the financial position of the Council as at 31 March 2021 and of the financial performance, changes in funds and cash flows of the Council for the year ended on that date.

We have audited the financial statements which comprises the statement of financial position as at 31 March 2021, the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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 Council in accordance with the Accounting and Corporate Regulatory Authority ("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 Executive Committee Members' Report on page 1. 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 statement 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.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("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 Council'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 Council or to cease operations, or has no realistic alternative but to do so.

The Management's responsibilities include overseeing the Council's financial reporting process.

Reg no. 201709525H

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SINGAPORE DISABILITY SPORTS COUNCIL

Auditors' Responsibility 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 judgment and maintain professional skepticism 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 Council'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 Council'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 Council 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 Management 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SINGAPORE DISABILITY SPORTS COUNCIL

Report on Compliance with Other Legal and Regulatory Requirements

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

In our opinion, the amounts of \$408,374 present fairly the tax deductible donation income of **Singapore Disability Sports Council** for the year from 1 April 2020 to 31 March 2021.

During the course of our examination, nothing came to our attention that caused us to believe that:

- a) tax deductible receipts were issued for donations other than outright cash donations;
- b) donations for which tax-deductible receipts have been issued were used for activities not in accordance with the objectives of Singapore Disability Sports Council;
- c) the internal accounting controls over the issue and custody of tax deductible receipts were inadequate; and
- d) there were significant contraventions of the Charities (Institutions of a Public Character) Regulations. The 30% cap on fund-raising expenses has not been exceeded.

The engagement partner on the audit resulting in this independent auditors' report is Tan Saw Bin.

S B TAN AUDIT PAC Public Accountants and Chartered Accountants Singapore 28 JUL 2021

Statement of Financial Position As at 31 March 2021

	Note	2021 \$	2020 \$
Plant and Equipment	3	641,379	440,944
Current Assets			
Trade and other receivables	4	44,168	111,721
Prepayments		12,947	27,636
Cash and cash equivalents	5	3,604,531	3,496,577
		3,661,646	3,635,934
Current Liabilities			
Trade and other payables	6	654,886	1,130,294
		654,886	1,130,294
Net Current Assets		3,006,760	2,505,640
Net Assets		3,648,139	2,946,584
Net Assets		3,046,139	2,940,364
Representing:			
Restricted Funds	7	2,658,031	1,966,534
Unrestricted Funds	8	990,108	980,050
		3,648,139	2,946,584
		3,010,133	_,5 .0,50 /

Total Income

Statement of Financial Activities

For the year ended 31 March 20	021					
	•	_ 2021 _		+	2020 —	
	Restricted funds \$	Unrestricted funds	l Total \$	Restricted funds \$	Unrestricted funds	l Total \$
Income						
Voluntary income						
Donation	33,564	198,009	231,573	34,625	96,561	131,186
Grant from third party	92,474	10,400	102,874	-	4,297	4,297
Grant from SportSG	318,917	1,753,905	2,072,822	287,705	2,998,137	3,285,842
Membership subscription fees	-	3,882	3,882	-	3,096	3,096
	444,955	1,966,196	2,411,151	322,330	3,102,091	3,424,421
Activities for generated funds						
Event income	-	-	-	140,200	707,568	847,768
Fundraising income	-	-	-	-	65,434	65,434
Sponsorship	496,326	-	496,326	829,959	-	829,959
	496,326	-	496,326	970,159	773,002	1,743,161
Interest income	-	20,868	20,868	-	41,943	41,943
Job Support Scheme	-	237,703	237,703	-	-	-
Sundry income	-	16,218	16,218	-	33,971	33,971
	-	274,789	274,789	-	75,914	75,914

2,240,985 3,182,266

1,292,489

3,951,007 5,243,496

941,281

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Statement of Financial Activities For the year ended 31 March 2021

For the year ended 31 March 20	UZ 1					
	+	2021 —	——	+	2020	
	Restricted funds \$	Unrestricted funds \$	Total \$	Restricted funds \$	Unrestricted funds \$	Total \$
Expenditure						
Costs of generating funds						
Fundraising expenditure	-	-	- //	-	4,134	4,134
Charitable activities expenditure						
ATA and ACT expenditure	-	92,695	92,695	-	114,823	114,823
Capability development expenditure	-	15,181	15,181	-	23,387	23,387
Coaching fees and allowances	-	423,410	423,410	140,422	324,144	464,566
Overseas training and competition	-	-	-	26,303	436,968	463,271
Youth development expenditure	249,784	342,423	592,207	420,643	1,028,048	1,448,691
Expenditure on events and competitions	-	153 <mark>,843</mark>	153,843	300,200	842,416	1,142,616
	249,784	1,027,552	1,277,336	887,568	2,769,786	3,657,354
Support Costs						
Advertisement	-	-	-	-	8,060	8,060
Depreciation of property, plant and equipment	-	45,870	45,870	-	66,218	66,218
Insurance	/ -	9,904	9,904	-	23,121	23,121
Key management personnel costs						
- CPF contribution	-	63,788	63,788	-	59,263	59,263
- Salaries and other staff costs	-	409,802	409,802	-	372,777	372,777
Office rental	-	102,577	102,577	-	163,323	163,323
Staff costs - CPF contributions	-	71,512	71,512	18,629	84,372	103,001
- Salaries and other staff costs	-	430,315	430,315	109,580	362,451	472,031
Other operating expenditure	-	57,285	57,285	14,789	54,541	69,330
	-	1,191,053	1,191,053	142,998	1,194,126	1,337,124

Statement of Financial Activities For the year ended 31 March 2021

	•	_ 2021 —	——	•		—
	Restricted funds \$	Unrestricted funds	I Total \$	Restricted funds \$	Unrestricted funds	d Total \$
Governance cost						
Audit fees	-	12,322	12,322	-	15,063	15,063
Total expenditure	(249,784)	(2,230,927)	(2,480,711)	(1,030,566)	(3,983,109)	(5,013,675)
Surplus/ (deficit) before taxation	691,497	10,058	701,555	261,923	(32,102)	229,821
Taxation	-	-	-	-	-	-
Surplus/ (deficit) after taxation	691,497	10,058	701,555	261,923	(32,102)	229,821
Other comprehensive income	-	-	-	-	-	-
Total comprehensive income/ (loss) for the year	691.497	10,058	701,555	261,923	(32,102)	229,821

The accompanying notes form part of the financial statements

Statement of Changes in Accumulated Funds For the year ended 31 March 2021

		2021	2020
Restricted Funds		\$	\$
Balance brought forward		1,966,534	1,704,611
Donations		941,281	1,292,489
Less: expenditure incurred		(249,784)	(1,030,566)
Balance carried forward	7	2,658,031	1,966,534
Unrestricted Funds			
Balance brought forward		980,050	1,012,152
Income		2,240,985	3,951,007
Less: expenditure incurred		(2,230,927)	(3,983,109)
Balance carried forward	8	990,108	980,050
		3,648,139	2,946,584

The accompanying notes form part of the financial statements

Statement of Financial Activities For the year ended 31 March 2021 2020 2021 Note **Cash Flows From Operating Activities:** Surplus before taxation 701,555 229,821 Adjustment for: Depreciation of plant and equipment 3 45,870 66,218 Interest income 20,868 41,943 Operating cash flow before working capital changes 768,293 337,982 Change in operating assets and liabilities: Trade and other receivables 931,983 67,553 **Prepayments** 14,689 (6,810)Trade and other payables (475,408)54,753 375,127 1,317,908 Cash generated from operations Interest income (20,868)(41,943)Net cash generated from operating activities 354,259 1,275,965 **Cash Flows From Investing Activities:** 3 Purchase of plant and equipment (246,305)(195, 326)Net cash used in investing activities (246,305)(195, 326)Net increase in cash and cash equivalents 107,954 1,080,639 Cash and cash equivalents at beginning of year 3,496,577 2,415,938 Cash and cash equivalents at end of year 5 3,604,531 3,496,577

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

1 General

Singapore Disability Sports Council (the "Council") is registered in the Republic of Singapore and has its registered office at 3 Stadium Drive #01-34, Singapore 397630. The Council was registered as a charity on 28 November 1984 and is an Institution of a Public Character.

The principal activities of the Council are those relating to the promotion of general interest of sports among Persons with Disabilities in Singapore.

The financial statements were authorised for issue by the Management on 28 July 2021.

2 Significant Accounting Policies

2.1 Basis of Preparation

The financial statements, are prepared in accordance with the historical cost convention, and are drawn up in accordance with the provision of the Societies Act, the Charities Act, Cap.37 and Charities Accounting Standards ("CAS").

The CAS issued by Accounting Standards Council ("ASC") sets out the basis for preparing and presenting financial statements for the charity sector and is applicable to financial periods beginning on or after 1 July 2011. The definitions and accounting treatments presented in the CAS are developed based on the requirements of Financial Reporting Standards taking into account the context and circumstances relevant to the charity sector.

The final statements of the Council are measured and presented in the currency of the primary economic environment in which the Council operates (its functional currency), which is the Singapore dollar.

2.2 Adoption of New Standards

The Council has adopted all revised CAS that are relevant to its operations and effective for the financial year. The adoption of these CAS did not have any material effect on the financial statements of the Council.

2.3 Reserve Policy

The Council maintains restricted funds and unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenditures other than those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of comprehensive income.

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Council, the financial statements of the Council are maintained such that the resources for various purposes are classified for accounting and reporting purposes that are in accordance with activities or objectives specified.

The maximum operating reserves shall be five years of annual operating expenditure, with annual operating expenditure being five times the highest annual expenditure over the last three years. Operating reserves exclude all building or project funds, endowment and sinking funds.

2.4 Fair Value Measurement

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Council takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

2.5 Income

Income including donations, gifts and grants that provide core funding or are of general nature are recognised when there is (a) entitlement (b) certainty and (c) sufficient reliability of measurement. Such income is only deferred when: the donor specifies that the grant of donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the Council has unconditional entitlement.

Sport Singapore's grants, sponsorship, contribution and sundry income are recognised upon receipt and for events that occurred during the financial year. Sponsorship income in kind is recognised based on fair value of sponsorship received.

Tournament, seminar and workshop fee is recognised when the event takes place.

2.6 Expenditures

Costs of generating funds

The costs of generating funds are those costs attributable to generating income for the Council, other than those costs incurred in undertaking charitable activities in furtherance of the Council's objects.

Charitable activities

Expenditure on charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Council. Those costs, where not wholly attributable, are apportioned between the categories of charitable expenditure. The total costs of each category of charitable expenditure therefore include an apportionment of support cost, where possible.

Governance costs

Governance costs are those incurred in compliance with constitutional and statutory requirements including related professional fees.

Support Costs

Support costs are costs incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs do not in themselves constitute an activity; instead they enable output-creating activities to be undertaken. Support costs include office functions such as key and general management, information technology, human resources, and financing and these are apportioned to the relevant activity cost category they support.

2.7 Plant and equipment and Depreciation

All items of property and equipment are initially recorded at cost. The cost of an item of property 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 Council and the cost of the item can be measured reliably. Subsequent to recognition, property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated on the straight line method to write off the cost of the assets over their estimated useful lives as follows:

	Number of years
Computers and training equipment	1 - 3
Furniture and fittings and office equipment	5
Motor vehicle	10

The depreciation charge for each period is recognised as expenditure in the statement of financial activities unless another section of the CAS requires it to be included in the carrying amount of another asset.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

Fully depreciated property and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these assets.

Property and equipment shall not be revalued and are not required to be assessed for impairment.

2.8 Foreign Currencies

Items included in the financial statements of the Council are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity. The functional currency of the Council is the Singapore Dollar. The financial statements of the Council are presented in Singapore Dollar. Foreign currency transactions are translated into Singapore Dollar at rates of exchange approximating those ruling at transaction dates. Foreign currency monetary assets and liabilities are translated at the rates ruling at the year-end. The resulting profits and losses on exchange are dealt with through the profit and loss account. Balances in notes are in functional currency unless otherwise stated.

2.9 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at bank and fixed deposits which are short term, highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These include cash and cash equivalents held under restricted funds, the use of which is subject to the relevant restricted funds' operating terms.

Employee Benefit 2.10

The Council makes contributions to the Central Provision Fund scheme in Singapore. Such contributions are recognised as an expense in the period on which the related service is performed.

2.11 Related Party

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Council if that person:
- (i) Has control or joint control over the Council;
- (ii) Has significant influence over the Council; or
- (iii) Is a member of the key management personnel of the Council or of a parent of the Council.
- (b) An entity is related to the Council if any of the following conditions applies:
- (i) The entity and the Council are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Council or an entity related to the Council. If the Council is itself such a plan, the sponsoring employers are also related to the Council;
- (vi) The entity is controlled or jointly controlled by a person identified in (a);
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

2.12 Financial Assets

i) Receivables

Receivables, excluding prepayments, are 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 shall be initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, trade and other receivables, excluding prepayments, are subsequently measured at cost less any accumulated impairment losses. Prepayments shall be measured at the amount paid less the economic resources received or consumed during the financial period.

The amount of the allowance is the difference between the asset's carrying amount and the undiscounted future cash flows, excluding unearned interest of interest-bearing assets that the Council expects to receive from the assets. The amount of the allowance for impairment is recognised in the statement of financial activities.

ii) Impairment of Financial Assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been impacted. In the case of trade and other receivables, the amount of impairment loss is the difference between the financial asset's carrying amount and the undiscounted cash flows, excluding unearned interest of interest-bearing assets that the Council expects to receive from the assets.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of other receivables where the carrying amount is reduced through the use of an allowance account. When other receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the

Financial Assets (cont'd)

allowance amount. Changes in the carrying amount of the allowance account are recognised in the statement of financial activities.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through the statement of financial activities to the extent the carrying amount of the financial assets at the date the impairment is reversed does not exceed what the cost would have been had the impairment not been recognised.

(iii) Derecognition

The Council derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Council neither transfers nor retains substantially all the risk and rewards of ownership and continues to control the transferred asset, the Council recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Council retains substantially all the risks and rewards of ownership of a transferred financial asset, the Council continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial Liabilities 2.13

(i) Payables

Payables 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 shall be recognised at the best estimate of the amount payable.

(ii) Derecognition

The Council derecognises financial liabilities when, and only when, the Council's obligations are discharged, cancelled or they expire.

2.14 Leases

Lessee

The Council applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expenditure on a straight-line basis over the lease term.

2.15 **Provisions**

Provisions are recognised when the Council has a present obligation (legal or constructive) where, as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

2.16 **Conflict of Interest Policy**

Executive Committee (the "EC") members are expected to avoid actual and perceived conflicts of interest. Where EC members have personal interest in business transactions or contracts that the Council may enter into, or have vested interest in other organisations that the Council have dealings with or is considering to enter into joint ventures with, they are expected to declare such interest to the EC as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exists, the EC will evaluate whether any potential conflicts of interest will affect the continuing independence of EC members and whether it is appropriate for the EC member to continue to remain on the EC.

3 Plant and Equipment

	Computers,	Furniture		
	training equipment and IT software in progress	and fittings and Office equipment	Motor vehicles	Total
	\$	\$	\$	\$
Cost:				
At 1 April 2019	531,522	24,873	247,737	804,132
Additions	195,326	-	-	195,326
At 31 March 2020 and				
1 April 2020	726,848	24,873	247,737	999,458
Additions	244,325	1,980	-	246,305
At 31 March 2021	971,173	26,853	247,737	1,245,763
Accumulated Depreciation:				
At 1 April 2019	320,974	24,873	146,449	492,296
Charge for the financial year	47,457	-	18,761	66,218
At 31 March 2020 and				
1 April 2020	368,431	24,873	165,210	558,514
Charge for the financial year	26,845	264	18,761	45,870
At 31 March 2021	395,276	25,137	183,971	604,384
Net Book Value:				
Balance at 31 March 2021	575,897	1,716	63,766	641,379
Balance at 31 March 2020	358,417	-	82,527	440,944

IT software in progress of \$550,296 (2020: \$308,773) was funded by Enabling Lives Initiative Fund (Note 7).

4 Trade and Other Receivables

\$ \$	
Trade receivables 15,731 90,22	8
Deposits 13,610 12,75	5
Sundry receivables 14,827 8,73	}
44,168 111,7	<u>!</u> 1

Trade receivables are non-interest bearing and are generally on 30 days' terms.

Expected credit losses

The Council does not have any allowance for expected credit losses on its trade receivables as at year end because they are assessed to be recoverable.

5	Cash and Cash Equivalents	2021 \$	2020 \$
	Cash and bank balance	1,010,247	922,766
	Fixed deposits	2,594,284	2,573,811
		3,604,531	3,496,577
	Restricted in use	2,658,031	1,966,534
	Not restricted in use	946,500	1,530,043
		3,604,531	3,49 <mark>6,</mark> 577

DBS Bank, CIMB Bank, United Overseas Bank and Standard Chartered Bank are the banks of the Council.

The rate of interest for the cash on interest-earning accounts is at 0.24% to 0.30% (2020: 1.60% to 1.88%) per annum.

6	Trade and Other Payables	2021 \$	2020 \$
	Trade payables	154,543	330,397
	Unutilised funds due to SportSG	426,578	623,481
		581,121	953,878
	Other payables	73,765	176,416
	Accrual	73,765	176,416
		654,886	1,130,294

7 Restricted Funds31 Mar 2021

	Balance at beginning of the year	Income	Expenditure	Balance at end of the year
	\$	\$	\$	\$
Restricted funds				
Table Tennis Fund	20,182	12,000	(2,801)	29,381
Motor Vehicle Fund	51,903	-	-	51,903
Project Champions Way Fund	35,493	-	-	35,493
Tenpin Bowling Fund	4,227	19,426	-	23,653
Majula <mark>h Tokyo</mark>	20,851	50,000	(50,626)	20,225
Boccia Fund	80,684	62,500	(46,527)	96,657
Tiger Balm Singapore Boccia Open	33,529	-	-	33,529
Singapore Disability Sports Awards	37,500	25,000	(11,248)	51,252
Development Team Fund	124,700	80,787	(6,272)	199,215
Care and Share Fund	393,819	-	-	393,819
One-Team SG Fund	432,261	318,917	(15,436)	735,742
Balance c/f	1,235,149	568,630	(132,910)	1,670,869

7 Restricted Funds (cont'd)

31 Mar 2021	Balance at beginning of the year	Income	Expenditure	Balance at end of the year
Restricted funds	\$	\$	Þ	\$
Balance b/f	1,235,149	568,630	(132,910)	1,670,869
Enabling Lives Initiative Fund	393,726	93,997	61,204	548,927
ParAble Fund	41,352	-	(21,437)	19,915
Para Cycling Fund	121,056	50,000	(103,987)	67,069
I'm Possible Programme	43,859	12,500	-	56,359
Para Sports Bursary Fund	20,639	20,000	(40,639)	-
Athletics Fund	15,528	-	-	15,528
Archery Fund	9,071	-	-	9,071
President's Challenge - Empowering for				
Life Fund	-	95,000	(1,646)	93,354
President's Challenge - 2021	-	42,474	-	42,474
Charity Support Fund	-	50,000	-	50,000
Other Restricted Funds	86,154	8,680	(10,369)	84,465
Total restricted funds	1,966,534	941,281	(249,784)	2,658,031

Enabling Lives Initiative Fund of \$550,296 has been set aside for IT software in progress (note 3) which is scheduled to be completed by next financial year.

31 Mar 2020	Balance at beginning of the year \$	Income \$	Expenditure \$	Balance at end of the year \$
Restricted funds				
Table Tennis Fund	33,149	4,000	(16,967)	20,182
Motor Vehicle Fund	51,903	-	-	51,903
Project Champions Way Fund	35,493	-	-	35,493
Tenpin Bowling Fund	22,047	-	(17,820)	4,227
Majulah Tokyo	-	50,000	(29,149)	20,851
Boccia Fund	50,572	40,000	(9,888)	80,684
Tiger Balm Singapore Boccia Open	33,529	-	-	33,529
Singapore Disability Sports Awards	30,000	7,500	-	37,500
Development Team Fund	75,122	100,000	(50,422)	124,700
World Para Swimming Fund	-	140,200	(140,200)	-
Care and Share Fund	807,039	-	(413,220)	393,819
One-Team SG Fund	294,556	137,705	-	432,261
Enabling Lives Initiative Fund	132,843	323,726	(62,843)	393,726
ParAble Fund	_	47,225	(5,873)	41,352
Para Cycling Fund	19,074	214,293	(112,311)	121,056
I'm Possible Programme	20,000	32,500	(8,641)	43,859
Para Sports Bursary Fund	26,182	40,000	(45,543)	20,639
Athletics Fund	-	15,528	-	15,528
INAS Global Games Fund	-	6,000	(6,000)	-
Archery Fund	11,703	-	(2,632)	9,071
Other Restricted Funds	61,399	133,812	(109,057)	86,154
Total restricted funds	1,704,611	1,292,489	(1,030,566)	1,966,534

Restricted funds refer to funds that can only be used in compliance with the specific intent in furtherance of some particular aspects of the objects of the donors.

8	Reserve Position	2021 \$	2020 \$
	Unrestricted Funds - Accumulated Funds	990,108	980,050
	Restricted Funds - Accumulated Funds (Note 7)	2,658,031	1,966,534
	Annual Operating Expenditure	2,230,927	3,983,109
	Ratio of Reserves to Annual Operating Expenditure	0.44	0.25

The reserves of the Council provide financial stability and the means for the development of the Council's activities. The Executive Committee Members review the level of reserves regularly for the Council's continuing obligations.

9	Tax-Exempt Receipts	2021 \$	2020 \$
	Tax deductible donations received:		
	- Donation	183,374	129,588
	- Fundraising income	-	27,725
	- Sponsorship	225,000	703,019
	Total tax deductible donations received	408,374	860,332
10	Fundraising Event	2021 \$	2020 \$
	Fundraising income		
	- tax exempt donation	-	27,725
	- non tax exempt donation	-	37,709
		-	65,434
	Less: Fundraising expenditure		(4,134)
	Net surplus	<u> </u>	61,300
11	Key Management Personnel Costs	2021 \$	2020 \$
	Key management staff annual remuneration		
	(Including CPF and bonuses)	473,590	432,040
	Top three staff annual remuneration		
	(Including CPF and bonuses)	316,309	337,004
	Number of key management in remuneration bands:		
	Below \$100,000	2	-
	\$100,001 - \$200,000	3	3
	\$200,001 - \$300,000	-	_
	\$300,001 - \$400,000	-	-

2020

2021

16

12 Executive Committee - Remuneration

Executive committee has not received any form of remuneration from the Council for the year. There were no paid staff, who were close members of the family of the President or the Executive Committee, who received remuneration during the year.

13 Taxation

The Council is a registered charity under the Charities Act, Chapter 37 and is exempted from income tax under Section 13 of the Income Tax Act.

14 Related Party Transactions

There are no significant related party transactions for the year.

15 Overseas Expenditure

The Council incurred the following overseas expenditure during the year:

	\$	\$
Total Overseas travel/accommodation/allowand	res/training -	463,273
Employee Benefits		
	2021 \$	2020 \$
CPF contributions	135,300	162,264
Salaries and other staff costs	840,117	844,808
	975,417	1,007,072

17 Financial Risk Management Objectives and Policies

The main risks arising from Council's financial instruments are liquidity risk, credit risk and foreign currency risk. The policies for managing each of these risks are summarised as follows:

Liquidity risk

The Council's financing activities are managed by maintaining an adequate level of cash and cash equivalents to finance the Council's operations. Funds from SportSG and sponsors ensure continuity of funding.

	2021 \$	2020 \$
Trade and other payables		
< 12 months	654,886	1,130,294*
1 - 2 years	-	-
2 - 5 years	-	-
> 5 years	-	-
	654,886	1,130,294

^{*}Advance billing of \$231,960 and deferred income of \$50,000 are excluded because it does not result in future cash outflow and affect SDSC's liquidity risk.

17 Financial Risk Management Objectives and Policies (cont'd)

Credit risk

Credit risk arises mainly from the risk on counterparties defaulting on the terms of their agreements. The carrying amounts of cash and cash equivalents and debtors represent the Council's maximum exposure to credit risk in relation to financial assets.

The Council monitors the exposure to credit risk on an ongoing basis and credit evaluations are performed on customers requiring credit over a certain amount. Cash terms or advance payments are required for customers of lower credit standing. The credit risk on balances of cash and cash equivalents is low as these balances are placed with a reputable bank.

Foreign currency risk

The Council incurs certain operating costs in foreign currencies which give rise to foreign exchange risk. The Council's exposure to foreign currencies are primarily managed by natural hedges of matching assets and liabilities denominated in foreign currencies.

18 Fair Values of Financial Instruments

The fair value of a financial instrument is the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction.

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value.

Cash and cash equivalents, other receivables and other payables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

Classification of Financial Instruments

Set out below is a comparison by category of carrying amounts of all the Council's financial instruments that are carried in the financial statements:

	2021 \$	2020 \$
Financial assets		
Trade and other receivables	44,168	111,721
Cash and cash equivalents	3,604,531	3,496,577
	3,648,699	3,608,298
Financial liabilities		
Trade and other payables	654,886	1,130,294
	654,886	1,130,294

19 Accounting Estimates and Judgement in Applying Accounting Policies

The Council makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

19 Accounting Estimates and Judgement in Applying Accounting Policies (cont'd)

Key source of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below:

Depreciation of property and equipment

The cost of property and equipment are depreciated on a straight-line basis over their respective useful lives. Management estimates the useful lives of these property and equipment to be within 1 to 10 years. The carrying amount of the Council's property and equipment as at year end are stated in Note 3. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore future depreciation charges could be revised and impact the profit in future years.

20 Capital Management

The primary objective of the management of the Council's capital structure is to maintain an efficient mix of debt and equity in order to achieve a low cost of capital, while taking into account the desirability of retaining financial flexibility to pursue opportunities and adequate access to liquidity to mitigate the effect of unforeseen events on cash flows.

The Management regularly review the Council's capital structure and make adjustments to reflect economic conditions, strategies and future commitments.

The Council did not breach any gearing covenants during the financial years ended 31 March 2021 or 31 March 2020. In the same period, no significant changes were made in the objectives, policies or processes relating to the management of the Council's capital structure.

Acknowledgements

\$40,000 and above:

Haw Par Corporation Limited

JCCI Singapore Foundation Limited

Micron Technology Foundation

Mitsubishi Corporation Singapore Branch

National Council of Social Service

SG Enable Ltd

\$10,000 and above:

Aston Martin Club
Tote Board

\$5,000 and above:

Mitsubishi Gas Chemical

Neo Garden Catering

The Community Foundation of Singapore

Other Donors and Sponsors:

Cosmo Sport
Crystal Time (S) Pte Ltd
DV Studio Pte Ltd
Isaac Manasseh Meyer Trust Fund
KPF Singapore
Majer Business Services Pte Ltd
Ministry of Adventure
Seletar Tamil Methodist Church
The Hokkien Foundation

Other Individual Donors and Sponsors:

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Ambalaranan Dawn Chan Mun

Ang Caizuan Dennis Kom Wei Kheong

Ang Wei Liang Jason Dong Jianyi

Ankur Bhatia Eileen Goh Che Hoon

Aravid Subhash Ejaz Latiff

Arkal Prashant Sudarshan Elisa Ding Kit Yeng

Boey Yen Choong Lyenette Elliot Brett

Cappelletti Daniele Eng Chor Yong

Chan Hin Sean Erica Lee

Chan Yong Han Daniel Erynn Chua

Charine Soh Evelyn Chew

Charmaine Leow Florence Liu

Cheah Yee Keng Foo Jun Hao

Chee Wang Peng Goh Chen Zan

Cheong Yew Mun Goh Choo Leong

Cher Lee Song Goh Gek Ching

Chew Cheong Soon Paul Goh Hong Joo

Chew Juniper Goh Khoon Meng

Chew Shi Yan Aaron Goh Yan Hui

Chia Ei Ei (Xie Yi Yi) Heng Siang Thiam

Chia Lay Moi Heng Xian Jun

Chia Yan Wei Heng Yi Wen

Chiang Kang Tao Ellen Ho Cheong Tong

Chin Jitfu Ho Hwee Kung

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Jaymee Lee Liang DongYuan

Jeremy Aruldocs Liew Siong Fook

Joseph Ho Lim Huey Yuee

Josephine Marie Baljon Celis Lim Hui Ying

Joyce Soon Lim Hwee Keng Joanna

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Rinor Komoni

Rosa Koo

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Seah Seow Ping

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Shan Qi She Ximei

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Tan Li Chun

Tan Poh Hoon

Tan Seng Chuen

Tan Siow Piow

Tan Sok Hong

Tan Tian Shuo

Tay Kai Ping

Tham Yan Ping

Thomas Kurse

Tiah Wen Xin

Toh Jia Yi

Toh Wat

Tong Ah Meng

Truong Van Mi

Vanessa Lingkaran

Velavignesh s/o Kunasegaran

Voon Huang Hoe Philip

Wang Shien

Wang Xueni (Wang Sheue Ne)

Wanqi

Wong Yu Jia

Yap Wai Chong

Yaw Yong Xin

Yeo Hwee Pey

Yeo Kheng Kwang

Yong Kean Beng

YT

