



BMDP

Bone Marrow Donor
Programme

Annual Report 2019: The Hero Within Us, Among Us



ABOUT US

Our Vision

To provide hope for patients with leukaemia and blood-related diseases.

Our Mission

- To build a register of Singapore bone marrow donors;
- To network and be the conduit of a global marrow database;
- To build a world class search process for transplants;
- To be an advocacy champion for donors (including their immediate families) from pre-donation to post-donation;
- To educate the public and promote further understanding of blood-related diseases.

Our Core Values

-  **COMMITMENT :**
Believing in and being dedicated to BMDP's vision and mission
-  **INTEGRITY :**
Acting honestly, morally and ethically
-  **RESPECT :**
Holding our donors, patients and colleagues in high regard
-  **TEAMWORK :**
Working as one BMDP team
-  **EXCELLENCE :**
Delivering work of the highest quality consistently

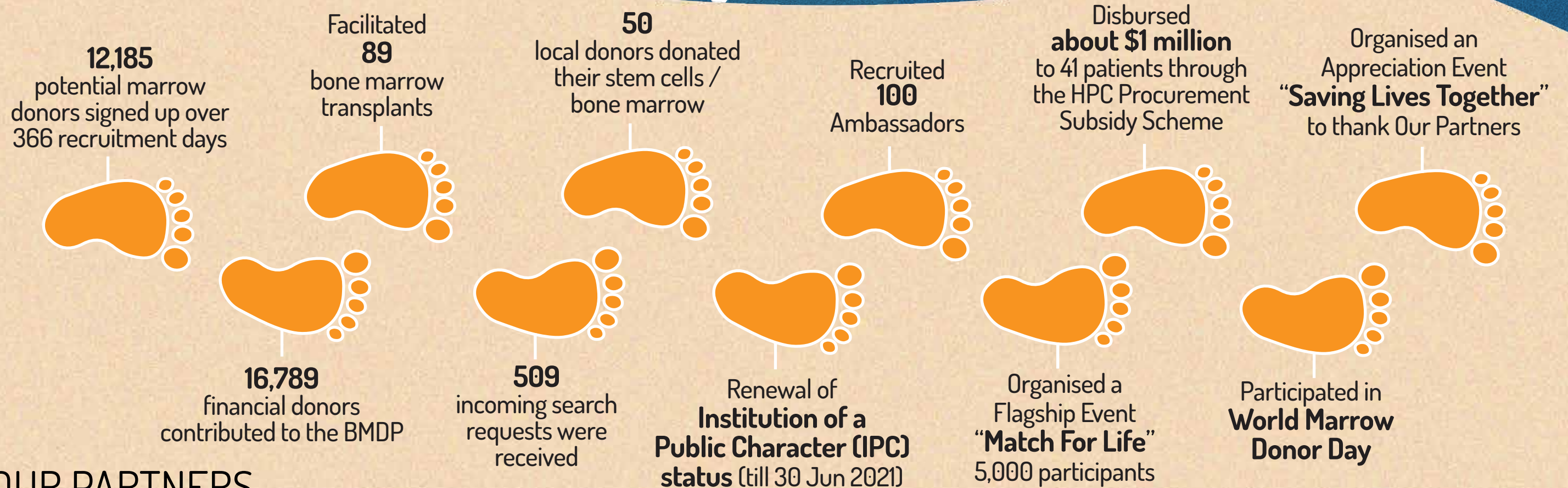
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OUR FOOTPRINTS IN 2019



OUR PARTNERS

Marrow Heroes & Their Loved Ones

Healthcare Institutions
(Collection/
Transplant Centres
& Laboratories)

Our Donor
Recruitment
Partners
(Corporate,
Education,
Government,
Community & Malls)

Our
Ambassadors
& Volunteers

Our
Financial Donors
& Sponsors

Our
Fundraisers

CHAT WITH OUR PRESIDENT & CEO

“Everything we do is for the ultimate goal of finding a donor for every patient.”

- Dr Lim Zi-Yi, President



2019 was a promising year of growth for the Bone Marrow Donor Programme; from expanding the marrow donor register, to increasing support for patients and to building organisational capabilities. President Dr Lim Zi-Yi (right) and Chief Executive Officer Mr Charles Loh (left) share their insights on the initiatives implemented in the past year and the trajectory for the year ahead as the charity works towards a vision of providing hope for patients with blood-related diseases.

YEAR IN REVIEW

Q1. It has been 26 years since the BMDP was established. What are some of the recent initiatives implemented by the BMDP in support of patients who seek bone marrow transplant in Singapore?

DR LIM : “Looking back over the past 26 years, a lot of things have changed but our primary objective remains to save lives. In 2019, as part of efforts to provide a sustainable financial support for patients and to alleviate their transplant costs, we had introduced a new subsidy scheme, called the Hematopoietic Progenitor Cell (HPC) Procurement Subsidy Scheme. This scheme helps to offset the cost of procuring the HPC product for Singaporean and Permanent Resident patients seeking treatment in Singapore. 41 patients had benefitted from the scheme as at end of 2019, with close to \$1 million disbursed. You may find more details on **page 11**.”

Q2. “What are some of the BMDP’s highlights in 2019?”

CHARLES LOH : “We’ve had 50 local donors from our registry giving their donation in 2019, the highest number since 1993. This brings the total number of donors to 286 as at end of 2019. This could likely be correlated to the amplified efforts to grow the registry in recent years. We had also received 509 local and international search requests for a donor match as well as facilitated a total of 89 transplants – a 25% increase from 2018. This brings the total number of facilitated transplants to 820. We closed 2019 with 109,173 marrow donors in the register, unfortunately with the same challenge to recruit donors from both the Malay and Indian communities. Sadly, we were unable to find even one local matched donor for Indian patients last year. Nonetheless, we remain hopeful that more will step forward in 2020 to register as marrow donors to help increase the chances of patients in finding a match. You may read more of our 2019 highlights on **page 2**.”

Q3. “Youth advocacy has increasingly been an integral component in BMDP’s awareness and recruitment efforts. What are some of the milestones in this area?”

CHARLES LOH : “In our years of collaboration with the education sector, the youths have shown that their voices play a great part in advocating for our life-saving mission. With their unwavering support, we were not only able to establish sustainable partnerships with institutions, but also develop new friendships within the community. In 2019, Keat Hong Community Centre adopted us as their community partner through the help of –

students from Hwa Chong Institution. We had also been adopted by Ngee Ann Polytechnic, Republic Polytechnic and Singapore Polytechnic as partners in their Events Management, Sales and Integrated Events and Project Management modules respectively. The students we’ve worked with had shown great passion in equipping their peers and the public with the knowledge of blood-related diseases and bone marrow donation. We look forward to working with more of these future change-makers in 2020. More works of theirs can be found on **page 13**.”

Q4. “What are some of the efforts to build internal capabilities in 2019?”

DR LIM : “Building our volunteer management capacity is one of the highlights of 2019. Through our Ambassadorship Programme, which was first introduced in 2018, we managed to recruit and engage 100 ambassadors who had contributed a total of 1,000 volunteer hours. They are instrumental in our recruitment efforts, being our bridge to their professional circles, family members and friends.”

CHARLES LOH : “That’s right! In 2019, we were also able to organise our inaugural flagship event – Match for Life. It’s an event that hopes to unite members of the public to raise awareness for patients with blood-related diseases and relating the importance of registering as a marrow donor, through the popular platform of football. Putting the event together was indeed no mean feat, but with the help of our co-organiser Home United Football Club and the collective effort by all our staff and volunteers, we were able to attract more than 5,000 eventgoers and put a mark in the Singapore Book of Records! Read more about Match for Life on **page 9**.”

DR LIM : “And two weeks after the flagship event, we organised an appreciation event, Saving Lives Together, for our donors and partners. 74 marrow donors were honoured for their time and commitment in providing patients with a gift of life. 31 partners from the government and corporate sectors as well as institutions and community centres were also given special mentions for their contributions to our charity. We are thankful for the efforts of everyone who has been integral in our life-saving mission. Highlights of the evening are on **page 10.**”

LOOKING AHEAD

Q5 “Will there be new initiatives rolled out for patients in 2020?”

DR LIM : “Yes, we have plans to extend the HPC Procurement Subsidy Scheme to foreign spouses of Singaporeans/Permanent Residents. We will also be introducing a new Patient Subsidy Fund to support costs associated with Matched Unrelated Donor (MUD) Hematopoietic Stem Cell transplants as well as post-transplant expenses for patients. This fund will be part of a range of subsidy schemes aimed to alleviate patients’ treatment costs and support them through post-transplant expenditures. You may read more about our 2020 plans on **page 18.**”

Q6. “Will there be more focus on youth advocacy moving forward?”

CHARLES LOH : “Absolutely. We will continue to empower our youth to be advocates of our cause, run their awareness events and reach out to the larger community. In addition, we –

– are also looking into launching more outreach programmes in a sector that we have not tapped on – the Continued Education and Training (CET) institutions. We will also explore more sustainable partnerships with the government agencies and sectors – particularly the Home Team Academy, Civil Service College and (hopefully) Singapore Armed Forces.”

Q7. “What are new areas that the BMDP will focus on in 2020?”

CHARLES LOH : “As we continue to build on our internal capabilities, we will look into developing internal fundraising capabilities to complement our current capabilities, explore funding source prospects and expand our pool of volunteer management to remain sustainable in the coming years. With the growing vulnerability in the Information Age, we will also place our focus into strengthening our charity’s Information Technology (IT) infrastructure and security. In all that we do, we will ensure that our works will be aligned and in compliance with the Charity Transparency Framework and good corporate governance – all for the good of our donors and patients.”

DR LIM : “That’s right, Charles. We will certainly continue to build a community of support for both marrow donors and transplant patients. Everything we do is for the ultimate goal of finding a donor for every patient. Times may change, new challenges may arise, but this very goal remains our constant drive and motivation.”

“In our years of collaboration with the education sector, the youths have shown that

Their Voices

play a great part in advocating for our life-saving mission.”

– Charles Loh, BMDP CEO

Everything we do is for the ultimate goal of

Finding a Donor for Every Patient.

Times may change, new challenges may arise, but this very goal remains our constant drive and motivation.”

– Dr Lim Zi-Yi, BMDP President

AS ONE WE MATCH



There is no magic formula for a great company culture. With the same vision that empowers every employee to join us on Day One, we build a culture of willing people.

The greatness in an employee is the knowledge and motivation in them. To build a family of like-minded people motivated with the goal of saving lives, we have monthly gatherings to know each other beyond work.

Recognising the importance of employee training and development, our staff are also sent for courses to enhance their skills, upgrade their existing knowledge and develop them to their fullest potential.



Being part of the international network of registries, we keep ourselves updated with global trends in medical advancement to fulfil the duties of being relevant as a bone marrow registry. The Asia Pacific Blood and Marrow Transplantation conference focuses on new research developments within the APAC region. In the past few years, they have been focusing on haplo-identical transplant, gene and cellular therapy such as CAR-T cell therapy while the European Society for Blood and Marrow Transplantation focuses on European and international research developments to treat patients suffering from blood-related diseases. The World Marrow Donor Association brings together registries worldwide to share and implement best practices for stem cell donation. This allows us to understand global medical developments and creative solutions to some traditional issues to help our patients.

Our staff visit the transplant and collection centres yearly to review our services as a registry and learn about their difficulties so that we could better support them. In 2019, we fostered a closer friendship with our neighbour, the Malaysian Registry. We had a discussion beyond transplant and shared with them our analysis of the everchanging marrow donors' landscape. We also spoke about how we could help each other with recruitment efforts to grow the register. We look forward to working closer with worldwide registries.

OVERSEAS REGISTRIES ENGAGEMENT



HOW WE DO WHAT WE DO



Donor Recruitment & Public Education

Driven by the need to get more people to sign up as potential marrow donors, our Donor Recruitment and Public Education team strives to reach out to all sectors of the community to raise awareness on our cause and its impact on patients' lives.

Our team partners with institutions, corporate and public sectors, as well as religious and affiliated groups to organise donor recruitment activities and public roadshows in our pursuit to educate the public on marrow donation and promote further understanding on blood-related diseases.

Our **Swab Processing team** ensures that all the cheek swabs and registration forms received from the donor drives are completed and in order. These swabs will then be coded and sent to a laboratory to be analysed and tested for Human Leukocyte Antigens (HLA) tissue markers, which will be used to identify a matching donor for a patient.

Corporate Services

Corporate Services is the backbone of our charity. Our Corporate Governance personnel ensures that all our policies and guidelines are up to date and in compliance to the Charities Act.

Our Human Resources personnel oversees staff employment, staff welfare and policies as well as ensuring that all staff are equipped with the relevant skills and knowledge for their roles.

Our Information Technology personnel ensures that our virtual workspace is guarded and that we can work in a safe virtual environment.

Account receivables and payables are part of the roles of our Finance Team, they process financial donors' tax deduction receipts and double up as our gatekeepers for all finance-related matters.

Search and Transplant Services

When a patient is unable to find a matching related marrow donor, the respective hospital and transplant centre will send a search request to our Search and Transplant Services team. It is then that we will conduct a search through our local database of marrow donors, before searching through the international database.

Once a matching donor is identified, we will send the donor recommendation to the hospitals and transplant centres. Should there be an overseas marrow collection for a local patient, we will coordinate with our courier provider to ensure that the product reaches in time for the patient's transplant. This is vice-versa, for overseas patients with local donors.

Our team also facilitates private tissue-typing. In such cases, donors liaise directly with hospitals.

Donor Management

Once a match is found between the patient and donor, our Donor Management team will liaise with the donor to help them understand the next steps of their life-saving journey.

We will conduct an Information Session with the potential match, where a Verification Typing will later be carried out upon the donor's consent. Once they are activated by the transplant centre as a matched donor, our team will bring them to a thorough medical examination to ensure that they have no pre-existing conditions that may risk the patient, before coordinating the marrow or stem cells collection.

Our team arranges for medical follow-ups with the donor within the first 12 months following the donation. These follow-ups are important to ensure that the donors feel fine even after the donation.

2019 AT A GLANCE



109,173
total Marrow Donors
as at end of 2019



77%
Chinese



8%
Malay



9%
Indian



6%
Other Races



46%
Male



54%
Female



12,185
Marrow Donors
were recruited in 2019
on a total of

366
Donor Recruitment Days



Our pool of Ambassadors
has grown to
100

Incoming Search Requests



509
Total Requests

=



277
Local Requests

+



232
International Requests

153 Singaporeans/PR
124 Foreigners

Bone Marrow Transplants



89
Transplants Facilitated

=



53
Local Transplants

+



36
International Transplants

Local Marrow Donors

384 Verification Typing Requests

143 Verification Typing Fulfilled

70 Work-Up Requests

50 Donations

for



18
local patients

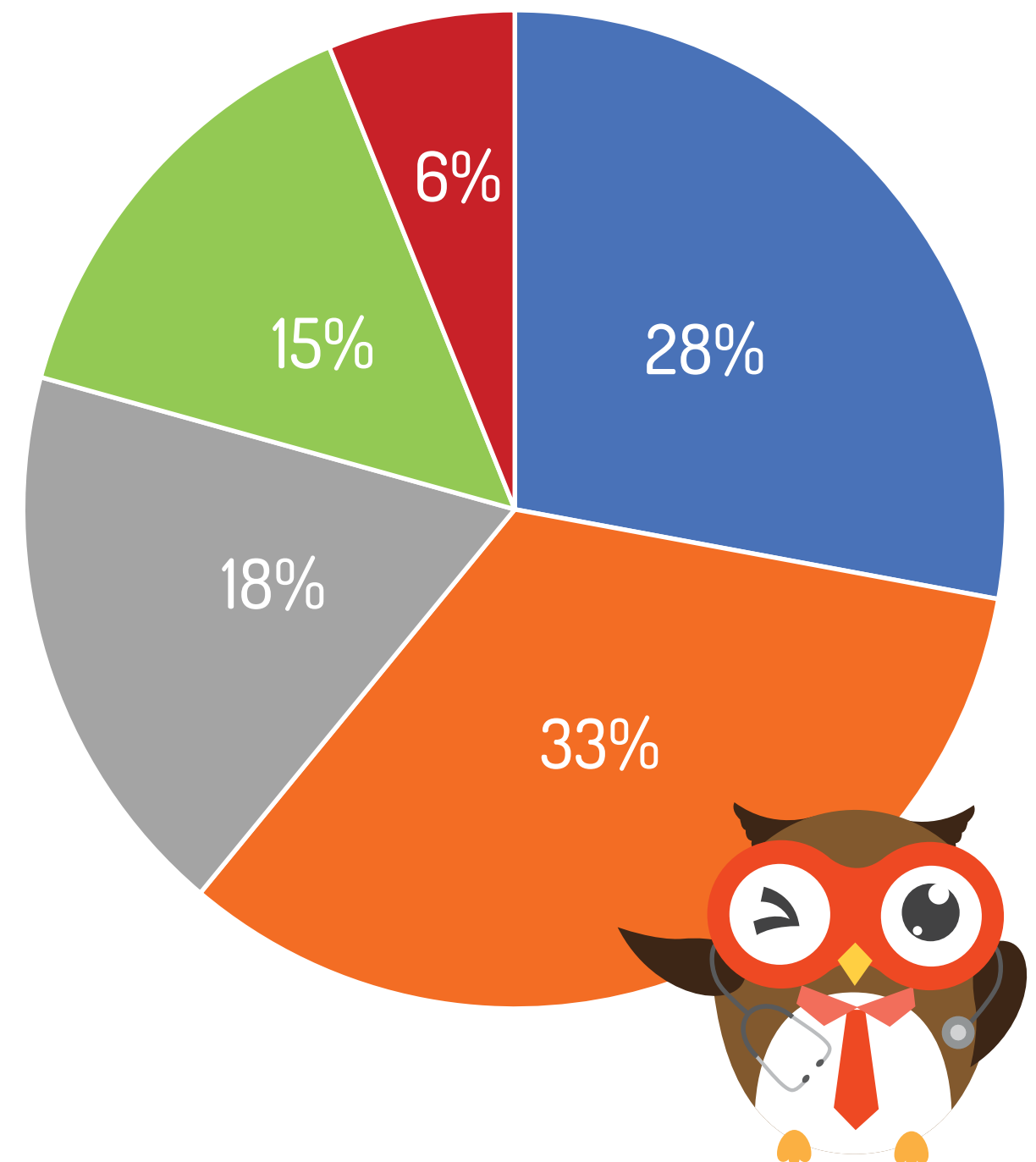
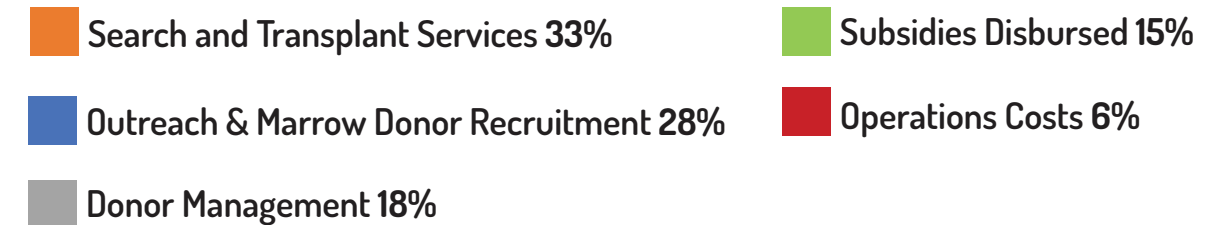
+



32
International patients

HOW WE USE YOUR FUNDS

Total Expenses in 2019: \$6.5 Million



OUR FLAGSHIP EVENT

MATCH FOR LIFE 2019

For patients who need a marrow transplant, every day is a hopeful battle to find a match for a second chance at life. This was the message that we wanted to put forth to the public through our inaugural event – **Match for Life**.

As part of efforts to heighten awareness on blood-related diseases and the importance of signing up as a marrow donor, we co-organised a full-day football tournament with Home United Football Club at Our Tampines Hub on 12th October 2019!

35 teams across 4 categories took part in the football tournament, with one of the teams signing up to support a colleague who is in recovery after receiving a marrow transplant from a donor through us. It was really heartening to see people from all walks of life come together for a cause greater than themselves.

Members of the public were seen bustling around in excitement on the side-line where our roadshow was set up, along with game booths organised by a team of Singapore Polytechnic students from the Integrated Events and Project Management course. Over 100 marrow donor sign-ups were received, with more than 1,000 carnival-goers taking part in the informative games.

Gracing the event was Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of National Development, Ms Sun Xue Ling, who witnessed us setting a mark in the Singapore Book of Records for the “Most Number of People Tossing Soccer Balls Together” by 200 record-breakers. This action represents how a donor passes on hope to a patient by being a match for a transplant.

Putting together an event that attracted more than 5,000 participants was no mean feat, but thanks to all our volunteers, sponsors and partners, we did it! We look forward to seeing you in 2020!



APPRECIATION AND GRATITUDE

SAVING LIVES TOGETHER

It was an evening of appreciation and gratitude on 6th November 2019 as we thanked our donors, partners and youth advocates for their support towards our goal of finding a donor for every patient. 74 marrow donors were honoured for their commitment and time in gifting patients with a new lease of life. Tokens of appreciation were also presented to 31 partners from government agencies, corporates, institutions and community centres who had opened their doors to us in support of our mission. A beautiful showcase was put up by 9 student teams, highlighting their achievements and learning journey as they work alongside us in raising public awareness and growing our register. Seeing families coming together to share the donors' moment of recognition and partners bearing witness to the impact of their social responsibility actions truly made our night!





#LightRedBlueWhite



On 21st September 2019, together with other registries in 57 countries, we celebrated World Marrow Donor Day (WMDD). The theme, “**Light Red, Blue and White**” was launched as a special campaign to thank everyone who had gone through the Peripheral Blood Stem Cell or Bone Marrow Collection, as well as registry members who are on standby.

We took the opportunity to illuminate our office space with the three significant colours, and are excited that our rendition of #LightRedBlueWhite was nominated in the Incentive Prize category by the World Marrow Donor Association!

MARROW 101

In commemoration of WMDD, we launched our first instalment of Marrow 101 – an educational series where we impart knowledge to ambassadors, volunteers and members of the public on blood-related diseases, bone marrow transplants and the marrow donation process.

The first instalment saw 44 enthusiastic attendees present for a sharing conducted by our Search and Transplant Services team, who brought them through the search process for a donor to the delivery of the stem cells to the patient. The audience was also given an intimate glimpse into the journey of a stem cell recipient and his wife from the day of diagnosis till present through their heartening sharing.



HEMATOPOIETIC PROGENITOR CELLS PROCUREMENT SUBSIDY SCHEME

In view of providing a sustainable financial support to patients, we had introduced the Hematopoietic Progenitor Cells (HPC) Procurement Subsidy Scheme on 1st January 2019. Singaporean and Permanent Resident patients seeking treatment in Singapore are eligible to apply for the subsidy. As at end of 2019, 41 patients had benefitted from the scheme, with close to \$1 million disbursed.

The HPC Procurement Subsidy Scheme comprises of 3 Tiers:

Tier 1 (T1): HPC Procurement Subsidy – A one lump sum subsidy to offset the HPC procurement cost.

Tier 2 (T2): Additional HPC Procurement Subsidy – In addition to T1 subsidy, patients are entitled to T2 subsidy, which subsidises up to 65% of the total HPC product cost. T2 subsidy is provided according to Ward Classes, i.e. the same basis that governs patient subsidies in public hospitals in Singapore.

Tier 3 (T3): Supplementary HPC Procurement Subsidy – This option is for needy patients staying in subsidised ward (B2 and below) and can cover up to 100% of HPC product cost, subject to recommendations put forth by an accredited Medical Social Worker (MSW) and BMDP’s approval.

| | Tier 1: HPC Procurement Subsidy | Tier 2: <u>Additional</u> HPC Procurement Subsidy | Tier 3: <u>Supplementary</u> HPC Procurement Subsidy |
|----------------------------|---------------------------------------|--|---|
| Singaporeans | | | |
| Ward Class A | \$3,000 | — | — |
| Ward Class B1 | | 20% of HPC Product Cost | |
| Ward Class B2 and below | | 65% of HPC Product Cost | Up to 100% of HPC product cost [#] |
| Permanent Residents | | | |
| Ward Class A | \$2,000 | — | — |
| Ward Class B1 | | 15% of HPC Product Cost | |
| Ward Class B2 and below | | 60% of HPC Product Cost | Up to 100% of HPC product cost [#] |

[#]Subject to recommendation by an accredited Medical Social Worker



“Thanks to BMDP’s HPC Subsidy Scheme, it helped to alleviate my parents’ financial burden by a huge amount. Thank you very much, BMDP, for giving me a new life through this scheme!”

— Mr Tan, Beneficiary of the HPC Procurement Subsidy Scheme —

SQUAD... SEDIA!

HIGHLIGHTS:

21

Awareness
Sessions
Conducted

2,900

Marrow
Donors
Recruited

4,000

Reach



Joining the National Service is the start of an exciting and empowering chapter in the life of every Singaporean son, and we are glad to be a part of the journey for those in the Police and Civil Defence Force!

Since mid-2017, the Singapore Police Force Training Command and Civil Defence Academy have provided us with the opportunity to speak to every new batch of enlisting recruits as part of their training. As at end 2019, we had conducted 21 awareness sessions to over 4,000 young men and had recruited 2,900 marrow donors.

Huge thanks to Singapore Police Force Training Command and Civil Defence Academy for protecting our nation through your service and with heart. We look forward to a continued partnership.



Did you know that waffle cones were invented by accident? Well, our collaboration with Singapore's very own ice-cream parlour, The Daily Scoop Ice Cream Café, is definitely not accidental!

A team of youths from Dunman High School opened up this sweet start to our fundraising effort as a pilot to establish our presence amongst retailers. For one whole month, our donation tent cards were placed in all the café outlets – in Sembawang, Clementi, Chip Bee Garden and School of the Arts. Through the tent cards, patrons of the café could contribute any amount to our cause by scanning the given NETS QR code.

A DAILY SCOOP KEEPS THE DOCTOR AWAY

Fancy a collaboration?

Drop us an email at
dr@bmdp.org today!



YOUNG GEMS

DID YOU KNOW?

“Edelstein” comes from the German word “Gemstone”, a metaphor for the preciousness and rarity of finding a marrow donor match for every patient in need of a transplant!



Project Edelstein is championed by a group of Hwa Chong Institution (Junior College) in 2016, under the Citi-YMCA Youth for Causes (YFC) in support of the BMDP. In 2019, the team had organised their annual concert, Concert Matchstick, in hopes to spread the word of our cause to more youths. They had also bridged us to members of the public through their door-to-door awareness programme conducted at Taman Jurong GRC, along with several donor drives at Community Clubs (CC) at Keat Hong, Nee Soon East and Chong Pang as well as Lakeside GRC. These connections had led to sustainable partnerships, especially with Keat Hong CC who had since adopted us as a partner to organise marrow donor drives at their premise.



Seeing 8 pairs of couple in bridal wear walking around town might be an unusual sight, but this was exactly what a group of Dunman High Students did on 24th August 2019 – in the name of raising awareness.

In collaboration with Citi-YMCA YFC, the bridal march was organised by the students as part of their community initiative project in support of the BMDP. As with bridal marches in wedding ceremonies, the march was intended to garner attention, but in a different, pressing kind. It aimed to bring about a message that the journey towards recovery for patients hoping to get a bone marrow transplant cannot begin without their “match” – the matching donor.

The traditional bridal costumes worn by each couple also represented the different ethnic groups in Singapore, marrying the importance of a patient’s ethnic background to the likelihood of finding a bone marrow match for a successful transplant.

ARE YOU MY MATCH?

HIGHLIGHTS:

\$1,301.37
Total Funds Raised

100
Marrow Donors Recruited

4,000
Reach



FOR THE LOVE OF MEDICINE & VOLUNTEERISM

"I approached the Bone Marrow Donor Programme when I was in year 2 at Raffles Junior College expressing my interest to campaign for the charity's life-saving mission within campus. If one of my loved ones needs a bone marrow transplant, I will want a match for them. Helping to build this support network of registries can mean everything to someone in need."

HIGHLIGHT:

350
Marrow
Donors
Recruited

Meet Priscilla – an aspiring doctor and an avid volunteer with a mission.

Priscilla's efforts to raise more awareness on marrow donation ultimately came to fruition in her second year of Junior College as she gathered more than 350 new marrow donors into the register through a donor drive. She then led an initiative to encourage students to sign up as marrow donors together with their parents, in a bid to rally more family support in the students' decision to help patients with blood diseases. Through this initiative, three parents signed up with their child in school – a small, yet certainly great beginning.

Her efforts did not end there. She continued volunteering with us even after she graduated from college. We were thrilled when she was later accepted into the course of her dreams – Bachelor of Medicine and Bachelor of Surgery in National University of Singapore! Shortly after school started, she was, once again, back on her mission to save lives. She began to connect with various medical student groups in school and bridged us with the Singapore Medical Students' Association – International (SiMSA), rekindling the NUS SG Marrow group, which had been dormant for a couple of years.

2020 will be exciting because it is with Priscilla's help that we will be conducting a campus-wide donor drive in NUS!



ONE MAN, MANY HATS

“To make the world a better place for all to co-exist and to bring happiness unto others.”

These are the words that Dr Tong lives by as he serves the community through his profession as a veterinarian and as a volunteer to several causes, including the BMDP.

HIGHLIGHTS:

1

Awareness
Session
Conducted
by Dr Tong

4

Marrow
Donors
Recruited

Meet Dr Tong – a veterinarian by profession and a volunteer by choice.

It was during a huge turnout at our booth at Nee Soon GRC when Dr Tong voluntarily stepped in and lent us a helping hand by engaging the residents who came by. To see him reaching out and spreading the word of our cause while we were overwhelmed was heartening. Turns out, Dr Tong had already signed up as a marrow donor some time back and wanted to do more to help!

“When I became aware of the register, I thought to myself, ‘What little can I do to potentially make a huge impact to someone?’” Dr Tong said.

We then introduced him to the **Ambassador Programme** – an initiative that gathers volunteers to actively spread the BMDP’s life-saving message. It did not take long for him to get onboard and before we knew it, he was already proposing some ways that he could contribute in our awareness efforts. Some of these include bridging us with the Singapore Veterinary Association as well as leveraging on his clinic to share educational materials on marrow donation. He had also encouraged his family and friends to join us in our cause.

Thank you, Dr Tong!



SMALL STEPS, BIG IMPACT

“It is not a lot to ask of you but when you are a match, you can save a life.”

HIGHLIGHTS:

17

Awareness
Sessions
Conducted
by Joe

1,979

Marrow
Donors
Recruited

Meet Joe – a teacher and an avid volunteer.

We first met Joe when we were in ITE College West in 2016. Upon learning about what we do and who we help, he immediately resonated with the cause and signed up as a marrow donor. But this thoughtful action did not end there. Joe felt that he needed to do more to help.

Being in charge of the school's Rotaract Club, Joe took the opportunity to get the student club members involved in our cause as part of their service project. He had since organised a yearly learning journey for 6 groups of students to head down to our office for them to learn more about our operational works in greater depth. Under his guidance, the Rotaract Club has been organising annual donor drives in school, raising awareness amongst the teachers and students, as well as recruiting close to 2,000 marrow donors.

We're thankful for individuals like Joe and hope for a continued collaboration with the school in years to come.



IMPORTANCE OF FAMILY SUPPORT

“I distinctively remember him saying, ‘Mom, it’s very rare to be identified as a match. What if I was the one who need a transplant? Won’t you hope for my match to proceed with the donation?’ ”

Meet Malcolm – a marrow donor, and his supportive mother, Mdm Layar.

Mdm Layar vividly recounted this conversation she had with her son, Malcolm, when he informed her that he was found to be a match for a patient in need of a marrow donor. She was first concerned about the implication a bone marrow donation would have on her son’s health, but later began to think from the perspective of a patient’s hopeful mother.

“Being a mom myself, of course I will do anything to keep my son safe. I was concerned at first, but the medical team assured me that it is a safe process. Indeed, after witnessing the collection method that my son had opted for, it is very similar to a platelet donation. My message to all parents is that if your child is identified as a match, support them and be proud of them for being given the opportunity to save someone’s life.”

Malcolm went through the Peripheral Blood Stem Cell (PBSC) Collection method – an outpatient method that involves the collection of blood stem cells from the blood stream. He described the experience as fulfilling and meaningful to be able to make a difference in someone’s life.

He added, “There are a lot of misconceptions around bone marrow donation. People asked if I was donating an organ or a part of me that is irreplaceable. In fact, my mother was initially quite fearful for me to proceed with the donation. However, when I clarified that I was donating my blood stem cells to potentially save someone’s life and that these stem cells would be regenerated within weeks, her next reply was “What are you waiting for?””



OUR EXCO MEMBERS



Dr Lim Zi-Yi | June 2014
President, Appointed: May 2018
Member, Donor Recruitment & Public Education and Finance Committee
Transplant Physician, Centre for Clinical Haematology, Mount Elizabeth Novena Hospital



Eunice Toh | Exco Member | August 2017
Co-Chairperson, Audit & Governance Committee
Member, Finance Committee
Executive Director, Tan Tock Seng Hospital (TTSH) Community Fund
Community Fund Director, TTSH Development Fund & Volunteer Management & National Healthcare Group Development Fund (Research) East



Anish Lalchandani | Exco Member | April 2017
Chairperson, Human Resource Committee
Global Talent Management, Standard Chartered Bank



H. Schindele | Exco Member | June 2013
Member, Finance Committee
Former TD Bank Executive



Abhijit Raha | May 2016
Vice President & Honorary Treasurer,
Appointed: May 2018 & May 2016
Chairperson & Treasurer, Finance Committee
Former CEO, BNP Paribas Securities Singapore Pte Ltd



David Wong | Exco Member | August 2017
Co-Chairperson, Audit & Governance Committee
Member, Finance Committee
Chartered Accountant
Chairman, Republic Polytechnic



Dr Grace Moshi | Exco Member | May 2018
Member, Medical Committee
Senior Consultant Haematologist,
KK Women's and Children's Hospital



Tham Chee Soon | Exco Member | May 2018
Member, Audit & Governance Committee
Fellow, Institute of Singapore Chartered Accountants



Steven Yeo | August 2017
Vice-President, Appointed: May 2018
Member, Audit & Governance and Human Resource Committee
Managing Consultant, Innovating Care Asia Pacific



Dr Yvonne Loh | Exco Member | October 2012
Chairperson, Medical Committee
Transplant Physician, Raffles Cancer Centre, Raffles Hospital



Dr Michelle Poon | Exco Member | May 2018
Member, Medical and Donor Recruitment & Public Education Committee
Senior Consultant, NUH Department of Haematology Oncology



Kristy Tan | Exco Member | May 2018
Member, Audit & Governance Committee
Senior Director, Attorney-General's Office,
Attorney-General's Chambers



Peh Wee Leng | May 2016
Honorary Secretary, Appointed: April 2017
Chairperson, Donor Recruitment & Public Education Committee
Director of School of Electronics & Info-Comm Technology, ITE College East

EXCO & SUB-COMMITTEE MEETINGS

Exco Meetings

| Directors | Number of Meetings | Attendance |
|--|--------------------|------------|
| Dr Lim Zi-Yi, President | 4 | 4 |
| Abhijit Raha, Vice President & Hon Treasurer | 4 | 4 |
| Steven Yeo, Vice President | 4 | 2 |
| Peh Wee Leng, Hon Secretary | 4 | 3 |
| David Wong | 4 | 3 |
| Eunice Toh | 4 | 0 |
| Dr Yvonne Loh | 4 | 3 |
| Anish Lalchandani | 4 | 1 |
| Dr Grace Moshi | 4 | 1 |
| Dr Michelle Poon | 4 | 3 |
| Heinrich Schindele | 4 | 2 |
| Tham Chee Soon | 4 | 3 |
| Kristy Tan | 4 | 3 |

Audit & Governance Committee

| Directors | Number of Meetings | Attendance |
|----------------------------|--------------------|------------|
| David Wong, Co-Chairperson | 1 | 1 |
| Eunice Toh, Co-Chairperson | 1 | 0 |
| Kristy Tan | 1 | 0 |
| Steven Yeo | 1 | 1 |
| Tham Chee Soon | 1 | 1 |

Donor Recruitment & Public Education

| Directors | Number of Meetings | Attendance |
|---------------------------|--------------------|------------|
| Peh Wee Leng, Chairperson | 3 | 3 |
| Dr Lim Zi-Yi | 3 | 1 |
| Dr Michelle Poon | 1 | 1 |
| Stuart James Mclelland | 3 | 2 |
| Dr Theresa Yoong | 2 | 2 |

Note:
Dr Michelle Poon joined the sub-committee in July 2019
Dr Theresa Yoong has retired since AGM 2019

Finance Committee

| Directors | Number of Meetings | Attendance |
|---------------------------|--------------------|------------|
| Abhijit Raha, Chairperson | 4 | 4 |
| Dr Lim Zi-Yi | 4 | 2 |
| David Wong | 4 | 4 |
| Eunice Toh | 4 | 0 |
| Heinrich Schindele | 4 | 3 |

Human Resource Committee

| Directors | Number of Meetings | Attendance |
|--------------------------------|--------------------|------------|
| Anish Lalchandani, Chairperson | 3 | 3 |
| Joon Tan | 3 | 2 |
| Stuart James Mclelland | 3 | 2 |
| Steven Yeo | 3 | 3 |

LOOK OUT FOR US IN 2020!

PATIENT CARE

In 2020, we are taking a step further in our commitment to provide sustainable financial support for patients. With effect from 1st January 2020, we will be extending the Hematopoietic Progenitor Cells (HPC) Procurement Subsidy Scheme and introducing a new Patient Subsidy Fund for Matched Unrelated Transplant Patients.

1. Extension of Hematopoietic Progenitor Cells (HPC) Procurement Subsidy Scheme

With effect from 1st January 2020, the HPC Procurement Subsidy Scheme for Tier 2 will be extended to foreign spouses of Singaporeans or Permanent Residents seeking treatment in Singapore. The BMDP is committed to ensure that our patient funding scheme continue to provide support patients in Singapore who need financial assistance with cost associated with bone marrow/stem cell transplant.

For more details, visit the BMDP website or this link:

<https://bmdp.org/hpc-procurement-subsidy-scheme-2020/>

2. New Patient Subsidy Scheme

The new Patient Subsidy Scheme supports costs associated with Matched Unrelated Donor (MUD) Hematopoietic Stem Cell Transplants as well as post-transplant expenses for patients. The Patient Subsidy Fund will be part of a range of subsidy schemes aimed to alleviate patients' treatment costs and support them through post-transplant expenditures. Application is to be made through an accredited Medical Social Worker.

It will take the form of:

a. Transplant-Related Cost Subsidy

Patients who are Singaporeans or Permanent Residents, holding the CHAS card (Orange or Blue) or under a Medifund case, may be funded for their transplant-related cost (e.g. ward charges, transplant procedures, medications etc) at public hospitals. The subsidy will cover up to 50% of the total cost, subject to a cap of SGD 50,000 per patient.

This subsidy is introduced in view of the cost of transplantation and its associated cost that make up a significant part of a patient's bill, which can go in excess of SGD 100,000 for patients with complications.

b. Post-Transplant Allowances

Patients who are Singaporeans or Permanent Residents, holding the CHAS card (Orange or Blue) or under a MediFund case, may be given SGD 500 per month allowance for up to 12 months from the date of their transplant to support their post-transplant expenditures.

The provision of allowance is introduced in view of the patients' long recovery process and medical follow-ups following their transplant. For the first few months, patients may be required to have up to three follow-up appointments per week with the medical team to monitor the patient's condition. On average, the journey to recovery before a patient can integrate back into the workforce may take up to 12 months. The allowance will cease when the patient commences employment or if the patient passes on.

CODE OF GOVERNANCE CHECKLIST

Submission Form for Governance Evaluation Checklist (Advanced Tier)

| S/N | Code guideline | Code ID | Response (select whichever is applicable) |
|--|--|---------|--|
| Executive Committee (Exco) Governance | | | |
| 1 | Induction and orientation are provided to incoming governing Exco members upon joining the Exco. | 1.1.2 | Complied |
| | Are there governing Exco members holding staff ¹ appointments? (skip items 2 and 3 if “No”) | | No |
| 2 | Staff does not chair the Exco and does not comprise more than one third of the Exco. | 1.1.3 | |
| 3 | There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Exco role. | 1.1.5 | |
| 4 | The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing Exco 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 Exco member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity. | | |
| 5 | All governing Exco members must submit themselves for re-nomination and re-appointment, at least once every 3 years. | 1.1.8 | Complied |
| 6 | The Exco 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 Exco member who has served for more than 10 consecutive years? (skip item 7 if “No”) | | No |
| 7 | The charity discloses in its annual report the reasons for retaining the governing Exco member who has served for more than 10 consecutive years. | 1.1.13 | |
| 8 | There are documented terms of reference for the Exco and each of its committees. | 1.2.1 | Complied |
| Conflict of Interest | | | |
| 9 | There are documented procedures for governing Exco members and staff to declare actual or potential conflicts of interest to the Exco at the earliest opportunity. | 2.1 | Complied |
| 10 | Governing Exco members do not vote or participate in decision making on matters where they have a conflict of interest. | 2.4 | Complied |

| S/N | Code guideline | Code ID | Response (select whichever is applicable) |
|--|---|---------|--|
| Strategic Planning | | | |
| 11 | The Exco 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 |
| 12 | There is a documented plan to develop the capacity and capability of the charity and the Exco monitors the progress of the plan. | 3.2.4 | Complied |
| Human Resource and Volunteer² Management | | | |
| 13 | The Exco approves documented human resource policies for staff. | 5.1 | Complied |
| 14 | There is a documented Code of Conduct for governing Exco members, staff and volunteers (where applicable) which is approved by the Exco. | 5.3 | Complied |
| 15 | There are processes for regular supervision, appraisal and professional development of staff. | 5.5 | Complied |
| | Are there volunteers serving in the charity? (skip item 16 if “No”) | | Yes |
| 16 | There are volunteer management policies in place for volunteers. | 5.7 | Complied |
| Financial Management and Internal Controls | | | |
| 17 | There is a documented policy to seek the Exco’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 |
| 18 | The Exco ensures that internal controls for financial matters in key areas are in place with documented procedures. | 6.1.2 | Complied |
| 19 | The Exco ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted. | 6.1.3 | Complied |
| 20 | The Exco ensures that there is a process to identify, and regularly monitor and review the charity’s key risks. | 6.1.4 | Complied |
| 21 | The Exco 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 22 if “No”) | | Yes |
| 22 | The charity has a documented investment policy approved by the Exco. | 6.4.3 | Complied |

Submission Form for Governance Evaluation Checklist (Advanced Tier)

| S/N | Code guideline | Code ID | Response (select whichever is applicable) |
|--|---|---------|--|
| | <p>(b) whether any of the 3 highest paid staff also serves as a governing Exco member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p> | | |
| 30 | <p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing Exco member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing Exco member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p> | 8.5 | Complied |
| Public Image | | | |
| 31 | The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms. | 9.2 | Complied |
| 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 personnel. 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 Exco member of a charity — (a) who may be expected to influence the Executive Head's or governing Exco member's (as the case may be) dealings with the charity; or (b) who may be influenced by the Executive Head or governing Exco 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 Exco member; (b) the stepchild of the Executive Head or governing Exco member; (c) the dependant of the Executive Head or governing Exco member. (d) the dependant of the Executive Head's or governing Exco member's spouse. ⁴ Executive Head: The most senior staff member in charge of the charity's staff. | | | |

BMDP WHISTLEBLOWING POLICY

The Bone Marrow Donor Programme (BMDP) is committed to comply with all relevant statutory and regulatory requirements with respect to accounting, financial reporting, audits, internal controls, human resources and workplace engagements and any other related matters in our operations.

This Whistleblowing Policy (the Policy) is intended to provide a framework to promote responsible and secure whistleblowing without fear of adverse consequences.

Employees and outside parties, such as suppliers, customers, contractors and other stakeholders (collectively, “Whistle blower”), may use the procedures set out in the Policy to report any concern or to lodge a complaint.

To lodge a complaint, the Whistle Blower can contact the Audit and Governance Committee at:

Audit and Governance Committee, BMDP
Address: 8 Sinaran Drive, #03-02
Novena Specialist Centre Singapore 307470

Email: AGC@bmdp.org

RESERVES POLICY

The reserves of the BMDP comprise the unrestricted funds that is freely available for its operating purposes and do not include restricted funds, endowment funds and designated funds. The BMDP adopts a prudent approach in determining its reserves level, and strives to achieve reserves of between 3 to 5 years of its annual operating expenditure. This is to ensure the BMDP’s long-term financial sustainability and ability to provide continued services to its beneficiaries. The Executive Committee reviews the level of reserves that is adequate to fulfil the continuing obligations of the BMDP on a regular basis.

INVESTMENT POLICY

The Investment Policy serves to guide the Executive Committee/ Finance Committee to exercise good stewardship of the funds of the BMDP. As a registered charity and approved Institutions of a Public Character, the funds of the BMDP are derived from donations/funding from the public and the Executive Committee/ Finance Committee has the fiduciary responsibility to manage and invest surplus funds with prudence and care.

The BMDP adopts a conservative investment approach and does not wish to take significant risks in managing its financial matters. Its priority is the safeguarding of investment capital and it is prepared to sacrifice higher returns to achieve this. The factors that will be considered are choice of a financial institution with S&P rating of not less than AA -. All the current banks are rated AA-. The concentration of deposits should be kept at not greater than 50% with each financial institutions.

Given the above, the investment instruments may be fixed deposits, bonds issued by government/government-linked companies (with credit rating A- to AAA as rated by S&P or Moody’s), as a guide to the Executive Committee/ Finance Committee. It is preferred that investments be made in the “home” currency, that is, Singapore dollars (SGD).

Should the Finance Committee decide to recommend otherwise, that is, investment instruments not mentioned above, it must obtain the approval from the Executive Committee.

CONFLICT OF INTEREST POLICY

The Executive Committee puts in place a policy to ensure that all members of the Executive Committee, Sub-Committees, staff and volunteers (collectively refer to as “members”) fulfil their obligations to act in the best interest of the BMDP at all times. All members are required to declare any actual, potential and/or perceived conflicts of interest in accordance to the Policy and documented procedures. Executive Committee members are not allowed to vote on or participate in the decision-making on matters where they have actual, potential and/ or perceived conflicts of interest.

CORPORATE INFORMATION

Registered Address: 8 Sinaran Drive #03-02, Novena Specialist Centre, Singapore 307470
UEN: S93SS0141J
IPC Number: HEF0015/G
Tel: (65) 6916 0370 | Fax: (65) 6916 0371
Website: www.bmdp.org | Email: admin@bmdp.org

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 personnel.
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 Executive Committee member of a charity —
 - (a) who may be expected to influence the Executive Head’s or governing Executive Committee member’s (as the case may be) dealings with the charity; or
 - (b) who may be influenced by the Executive Head or governing Executive Committee 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 Executive Committee member;
- (b) the stepchild of the Executive Head or governing Executive Committee member;
- (c) the dependant of the Executive Head or governing Executive Committee member.
- (d) the dependant of the Executive Head’s or governing Executive Committee member’s spouse.

4. **Executive Head:** The most senior staff member in charge of the charity’s staff.

TERMS OF REFERENCE: EXECUTIVE COMMITTEE

Executive Committee and Sub-Committees (Excerpt of the Kit provided to all Executive Committee members)

ROLES AND RESPONSIBILITIES OF EXECUTIVE COMMITTEE MEMBERS

The BMDP is managed by a volunteer Executive Committee with the responsibility to shape and determine the organisation's vision and mission, as well as charting and advancing the Organisation's strategic directions. It provides foresight, oversight and insight, and leaves the managing of day-to-day operations to the CEO and his/her staff team.

In short, the Executive Committee has a huge responsibility which starts with knowing the "business" of the BMDP; understanding at least the basics of the medical eco-system within which we operate and having an awareness of the charity landscape in general. It's about bringing connections as well as skills and in the world's most highly regulated non-profit sector, being part of any non-profit board means being prepared to put time and effort into the commitment.

Great organisations are built through strong, high-functioning work groups comprising members who trust and challenge one another and are willing to engage directly with senior managers on the critical issues facing the organisation at any point in time. Our goal is to be great!

GENERAL EXPECTATIONS

1. Engage with the Organisation and lend professional knowledge, expertise and experience to contribute towards the cause of the BMDP, and as appropriate participate actively in the work of the sub-committees.
2. Act in the best interest of the BMDP and be actively involved in the management and decision-making process, and jointly make decisions as Executive Committee on policy matters.
3. Ensure that individuals are not disqualified under the prevailing Charities Act and/or Societies Act from being an Executive Committee member. Under the Charities Act, any person who is an undischarged bankrupt, or has been convicted of an offence involving dishonesty, fraud or moral turpitude, is disqualified from serving on the Executive Committee. In addition, in compliance with the Charities (Institutions of A Public Character) Regulations, ensure that (i) at least half of the governing Executive Committee members are independent and (ii) at least half of the governing Executive Committee members are citizens of Singapore.
4. Maintain independence and objectivity and exercise fairness, integrity and ethics in the execution of their duties.
5. Understand that while sub-committees are delegated to support the Executive Committee in overseeing various aspects and functions, the Executive Committee is ultimately responsible and accountable in ensuring that the BMDP is well-governed and prudently managed in achieving its charitable objects.

6. Ensure that good governance practices are established to increase transparency and accountability, as well as exercise strict control over financial matters of the BMDP:

- i. Ensure the BMDP remains solvent
- ii. Ensure charitable funds and assets are used reasonably, and only for the furtherance of the BMDP's objects
- iii. Avoid undertaking activities that will place the BMDP funds, assets and reputation at undue risks, including the risk of being misused for terrorist financing, money laundering or illegal purpose
- iv. Ensure proper management of the BMDP such that it is not opened to abuse and avoid conflict of interests

7. Ensure that the BMDP is well-managed and stays true to its charitable purposes and fulfils its objects. In compliance with the Charities (Institutions of A Public Character) Regulations, ensure that the BMDP's objects are "exclusively beneficial to the community in Singapore as a whole and are not confined to sectional interests or groups of persons based on race, belief or religion".

8. Be clear about the vision, mission and services of the BMDP and ensure that the BMDP abides by the rules set out in its governing instrument, i.e. Constitution. Periodically reviews and approves a strategic plan for the BMDP to ensure that the activities are in line with its objectives.

9. Ensure that the BMDP exercises appropriate due diligence on beneficiaries, partners and donors:

- i. Resource permitting and where relevant, make best efforts to confirm their identity, credentials and good standing
- ii. Establish clear selection criteria for beneficiaries, ideally documented in a policy and publicly available
- iii. Have clear written agreements with partners on the scope of work/activities, monitoring measures and use of the BMDP's name/resources
- iv. Ensure that the BMDP complies with the applicable regulations and requirements governing fundraising including but not limited to duty to donors, use of donations, use of commercial fund-raisers and fundraising efficiency ratio
- v. Know what the donor's specific agenda, if any, is with the charity – be mindful that donations with conditions attached do not compromise the charity's purposes, priorities and activities
- vi. Watch out for 'red flags' that serve as a warning of suspicious situations and possible issues

TERMS OF REFERENCE: EXECUTIVE COMMITTEE

10. Ensure that the BMDP complies with relevant regulations including but not limited to the Societies Act, Charities Act and Regulations, as well as with the requirements of the Office of the Commissioner of Charities or Sector Administrators, Code of Governance for charities/PCs and Code of Governance for societies.

11. Assist BMDP staff by supporting fundraising strategies and promote these strategies through personal influence and contacts with others (corporations, individuals, and foundations).

12. Endeavour to build goodwill and team spirit among the Executive Committee members and staff for the benefit of the collective interest of the BMDP.

13. To be mindful that as Executive Committee members they represent the BMDP publicly and must seek to promote and uphold the image and interests of the BMDP whenever appropriate.

MEETINGS

14. Attend and participate in all Executive Committee and/or sub-committee meetings. Any Executive Committee member who fails to attend three consecutive meetings without valid explanation may be deemed to have withdrawn from the Executive Committee.

15. Read the minutes of meetings and pre-read/supporting materials prior to Executive Committee and sub-committee meetings and come prepared to raise timely and substantive questions. Being prepared means requesting for additional information whenever there is something that appears unclear or questionable, and in this way help ensure that all policy matters are thoroughly deliberated.

16. Participate in and take responsibility for making decisions on issues, policies and other Executive Committee matters and ensure that all decisions taken by the Executive Committee are aligned to the BMDP's purpose and mission.

17. Maintain confidentiality of the Executive Committee meeting sessions and support the final majority decision on issues discussed by the Executive Committee.

18. Suggest agenda items for Executive Committee and sub-committee meetings where appropriate and ensure that significant, policy-related matters are addressed.

RELATIONSHIP WITH STAFF

19. Counsel the CEO as appropriate and support him or her in the work.

20. In conducting the BMDP's Executive Committee business, avoid asking for specific favours of the staff, (including special requests for extensive information), or giving specific instructions to the staff, without prior consultation with the CEO.

21. Follow established policies and procedures in dealing with grievance or complaints against the BMDP or its staff and to avoid prejudiced judgement on the basis of information received from individuals or groups without due inquiry.

CONFLICT OF INTEREST

22. Serve the BMDP as a whole rather than any special interest group or constituency, and serve his or her term of office without remuneration so as to maintain the integrity of serving for public trust and community good instead of for personal gain.

23. Ensure clear policies and procedures are set out in the Conflict of Interest Policy and such policy are abided by all members and staff to declare, prevent and address conflict.

24. Declare any personal or vested interest in business transactions, contracts and/or joint ventures that the BMDP may enter into, as soon as such conflict or the possibility of such conflict arises and to abstain from discussion, decision-making and/or voting on the transaction or contract.

25. In performing Executive Committee member duties, not to accept or offer personal favours or gifts from or to any interest group, constituency, or BMDP staff.

TERMS OF REFERENCE: SUB-COMMITTEE

TERMS OF REFERENCE – AUDIT COMMITTEE

The Audit Committee facilitates the external and internal audit of the BMDP for the Executive Committee to obtain independent information about the organisation's activities.

COMPOSITION

Chair:

- Shall be an Executive Committee member
- The Hon Treasurer shall not chair the Audit Committee concurrently
- Preferably with relevant finance/accountancy/audit qualification and/or experience

2 members:

- May or may not be Executive Committee members
- May or may not be a BMDP member
- At least one should ideally be a Certified Public Accountant or with accountancy/finance/audit related experience

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- Oversee the financial reporting, regulatory compliance and disclosure process, and monitor the choice of accounting policies and principles
- To review and recommend the appointment of external auditor for the Executive Committee's decision, and ensure that such appointments are in compliance with the relevant regulations and approved by the Sector Administrator
- To review and accept the draft audited financial statements before the audited financial statements are submitted to the Executive Committee for approval
- To review the audit plans and reports of any external auditors, and consider the effectiveness of the actions taken by management on the auditors' recommendations
- To oversee the conduct of periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Executive Committee on the findings and recommendations for improvements. If available and applicable, the Audit Committee may choose to engage the internal audit services provided by the Shared Services for Charities Limited or other similar service providers.
- To ensure that the BMDP has a risk management/business continuity plan in place and to
- report to the Executive Committee of any irregularities and concerns

TERMS OF REFERENCE –

DONOR RECRUITMENT AND COMMUNITY ENGAGEMENT PROGRAMME COMMITTEE

The Donor Recruitment and Community Engagement Programme Committee (formerly known as Match for Life Committee) is one of the two sub-committees (the other being the Medical Advisory Committee) assigned by the Executive Committee to oversee and provide advice on the programmes and services of BMDP.

COMPOSITION

Chair:

- Shall be an Executive Committee member

2 members:

- May or may not be Executive Committee members
- May or may not be a BMDP member

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- To build the public image of the BMDP targeting volunteer donors, financial supporters, industry partners
- To review and advise on public outreach and education strategies in order to recruit more volunteer donors, e.g. Be A Match
- To review and provide counsel on on-going communications programme to maintain contact with the BMDP's donor database
- To advise on public and media relations

TERMS OF REFERENCE –

MEDICAL ADVISORY (PATIENT AND DONOR SERVICES PROGRAMME) COMMITTEE

The Medical Advisory (Patient and Donor Services Programme) Committee is one of the two sub-committees (the other being the Donor Recruitment and Community Engagement Committee) assigned by the Executive Committee to oversee and provide advice on the programmes and services of BMDP.

COMPOSITION

Chair:

- Shall be an Executive Committee member
- Preferably a practising medical professional or with relevant professional experience

2 – 3 members:

- May or may not be Executive Committee members
- May or may not be a BMDP member
- Preferably includes representatives from transplant hospitals

TERMS OF REFERENCE: SUB-COMMITTEE

TERMS OF REFERENCE – MEDICAL ADVISORY (PATIENT AND DONOR SERVICES PROGRAMME) COMMITTEE

[Cont'd]

ROLES AND RESPONSIBILITY

- To meet bi-annually
- To act on a rotational basis to advise staff on day-to-day donors / patients' medical queries
- To convene and oversee a panel of local and international experts in the fields of stem cell therapy and transplantation to advise on future directions and roles of the BMDP

TERMS OF REFERENCE – FUNDRAISING COMMITTEE

The Fundraising Committee oversees the BMDP's overall fundraising and, in particular, the fundraising done by the Executive Committee.

COMPOSITION

Chair:

- Shall be an Executive Committee member

2 – 3 members:

- May or may not be Executive Committee members
- May or may not be a BMDP member

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- To work with the relevant staff to establish a fundraising plan that incorporates the appropriate vehicles where applicable, such as special events, third-party commercial fundraisers, direct mailer etc.
- To identify and solicit funds from external sources of support
- To take the lead in certain types of outreach efforts, such as chairing a Gala dinner or hosting other fundraising events, and set up ad-hoc working committee/task force (e.g. Gala Dinner Working Committee) where necessary
- To take the lead in involving all Executive Committee members in fundraising
- To ensure ethical practices are in place, and the overall BMDP fundraising efforts are cost effective and in compliance with the relevant regulations and fundraising efficiency ratio

TERMS OF REFERENCE – NOMINATION AND GOVERNANCE COMMITTEE

The Nomination and Governance Committee assists in fulfilling the Executive Committee's responsibilities of nominating Executive Committee members and succession planning as well as corporate governance.

COMPOSITION

Chair:

- Shall be an Executive Committee member
- Ideally the President or Vice President

2 members:

- Should be Executive Committee members
- Preferably with considerable length of service as Executive Members of the BMDP

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- To review the composition of the Executive Committee annually to ensure that the Executive Committee has an appropriate balance of independent Executive Committee members, and to ensure an appropriate balance of expertise, skills, attributes and ability among the Executive Committee members
- To identify potential Executive Committee member candidates and explores their interest and availability for Executive Committee service
- To take the lead in succession planning
- To nominate individuals to be elected as members of the Executive Committee, as well as nominate Executive Committee members for election as office-bearers
- To review and recommend process and tools for evaluating the performance of the Executive Committee and sub-committees
- To regularly monitor, review and ensure that the general affairs and operations of the BMDP are in compliance with applicable prevailing regulations and relevant governance requirements

TERMS OF REFERENCE: SUB-COMMITTEE

TERMS OF REFERENCE – HUMAN RESOURCE COMMITTEE

The Human Resource Committee oversees and reviews the BMDP's human resource policies on recruitment, compensation and benefits as well as training and development, and make appropriate recommendations.

COMPOSITION

Chair:

- Shall be an Executive Committee member

2 – 3 members:

- May or may not be Executive Committee members
- At least one should ideally have the relevant HR qualification and/or experience

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- To ensure the Human Resource policies are fair and adequate to facilitate the retention and recruitment of talents, as well as ensure all HR policies are in compliance with the Employment Act
- To review and provide an oversight on training and development, employee engagement, as well as the compensation and benefits package in accordance to the BMDP salary guidelines
- To determine the organisation design (including the headcount) and support the President in the planning for the succession of the CEO and key personnel
- To ensure that a fair and transparent performance review and appraisal system is in place for staff and any performance-related element in the remuneration package should be linked to fulfilling measurable and clearly defined targets in line with the charity's objectives
- To review the recommendation of staff promotions, salary increments/adjustments and bonuses

TERMS OF REFERENCE – FINANCE COMMITTEE

The Finance Committee oversees the annual operating budget, financial performance and investment of the BMDP.

COMPOSITION

Chair:

- Hon Treasurer

2 members:

- Shall be Executive Committee members
- Preferably to include the President and/or the Vice President

ROLES AND RESPONSIBILITY

- To meet at least twice yearly
- To review the annual operating budget and ensure it is aligned with the BMDP's objects and plans, and recommend to the Executive Committee for approval
- Review the audited financial accounts and recommend to the Executive Committee for approval
- Oversee the management accounts on a quarterly basis
- To ensure regular and accurate monitoring and accountability for funds and report to the Executive Committee on any financial irregularities and concerns
- To review the financial standard operating procedures and policies, and ensure that purchases/procurement are made in accordance to such procedures/policy as well as within the approval annual operating budget
- To ensure that any restricted funds, endowment funds and designated funds are set up solely for clear and justifiable needs
- To review the BMDP's reserves policy and ensure that the management of reserves is in accordance to such policy
- To review the BMDP's investment policy annually and update such policy where applicable, and oversee the investment of reserves



THE BONE MARROW DONOR PROGRAMME

(UEN No: S93SS0141J)

Statement by the Executive Committee and Financial Statements

Year Ended 31 December 2019

RSM Chio Lim LLP

8 Wilkie Road, #03-08
Wilkie Edge, Singapore 228095

T +65 6533 7600

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THE BONE MARROW DONOR PROGRAMME

Statement by the Executive Committee and Financial Statements

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THE BONE MARROW DONOR PROGRAMME

Statement by the Executive Committee

In the opinion of the Executive Committee,

- (a) the accompanying financial statements are drawn up in accordance with the Societies Act, Chapter 311 (the "Societies Act") and the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations), and the Singapore Financial Reporting Standards (SFRS), so as to present fairly, in all material respects, the state of affairs of The Bone Marrow Donor Programme (the "Society") as at 31 December 2019 and the results and cash flows of the Society for the reporting year ended.
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

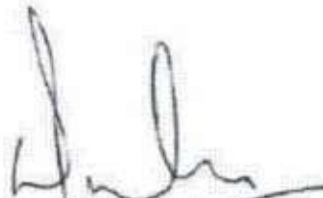
The Executive Committee approved and authorised these financial statements for issue.

On Behalf of the Executive Committee,



.....
Dr Lim Ziyi
President

27 May 2020



.....
Abhijit Raha
Honorary Treasurer

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**Independent Auditor's Report to the Members of
THE BONE MARROW DONOR PROGRAMME**

Report on the audit of the financial statements

Opinion

We have audited the accompanying financial statements of The Bone Marrow Donor Programme (the "Society"), which comprise the statement of financial position as at 31 December 2019, and the statement of financial activities and statement of cash flows for the reporting year then ended, and notes to the financial statements, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and the Singapore Financial Reporting Standards (SFRS) so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2019 and the results, changes in funds and cash flows of the Society for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society 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 statement by the executive committee and annual report but does not include the financial statements and our auditor's report thereon.

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

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

Independent Auditor's Report to the Members of THE BONE MARROW DONOR PROGRAMME

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Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and SFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society'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 Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

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

- (a) 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.
- (b) 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 Society's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

**Independent Auditor's Report to the Members of
THE BONE MARROW DONOR PROGRAMME**

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Auditor's responsibilities for the audit of the financial statements (cont'd)

- (d) 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 Society'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 Society to cease to continue as a going concern.
- (e) 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 those charged with governance 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.

We also provide the Executive Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other legal and regulatory requirements

In our opinion:

- (a) the accounting and other records required by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) the fund-raising appeals held during the reporting year have been carried out in accordance with regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeals.

THE BONE MARROW DONOR PROGRAMME

Independent Auditor's Report to the Members of THE BONE MARROW DONOR PROGRAMME

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Report on other legal and regulatory requirements (cont'd)

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

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



RSM Chio Lim LLP
Public Accountants and
Chartered Accountants
Singapore

27 May 2020

Partner-in-charge of audit: Woo E-Sah
Effective from reporting year ended 31 December 2018

THE BONE MARROW DONOR PROGRAMME

Statement of Financial Activities Year Ended 31 December 2019

| | | <u>2019</u> | | | <u>2018</u> |
|------------------------------------|-------------|---------------------------|---------------------------|-------------------------------|--------------------|
| | | <u>Unrestricted funds</u> | | <u>Restricted funds</u> | |
| | <u>Note</u> | <u>General Fund</u> | <u>Needy Patient Fund</u> | <u>Fidelity UK Foundation</u> | <u>Total funds</u> |
| | | \$ | | \$ | \$ |
| Incoming Resources: | | | | | |
| Fund-raising activities | 4 | 9,604,454 | – | – | 9,604,454 |
| Charitable activities | 5 | 3,836,142 | – | – | 3,836,142 |
| Other income | 6 | 649,575 | – | – | 649,575 |
| Total incoming resources | | <u>14,090,171</u> | <u>–</u> | <u>–</u> | <u>14,090,171</u> |
| Resources Expended: | | | | | |
| Fund-raising activities | 4 | 2,122,011 | – | – | 2,122,011 |
| Charitable activities | 5 | 5,519,536 | 948,832 | 56,700 | 6,525,068 |
| Governance costs | 7 | 80,835 | – | – | 80,835 |
| Total resources expended | | <u>7,722,382</u> | <u>948,832</u> | <u>56,700</u> | <u>8,727,914</u> |
| Surplus for the year | | <u>6,367,789</u> | <u>(948,832)</u> | <u>(56,700)</u> | <u>5,362,257</u> |
| Reconciliation of funds: | | | | | |
| Fund transfer | | (2,671,772) | 2,671,772 | – | – |
| Total funds brought forward | | <u>31,663,301</u> | <u>577,060</u> | <u>56,700</u> | <u>32,297,061</u> |
| Total funds carried forward | | <u>35,359,318</u> | <u>2,300,000</u> | <u>–</u> | <u>37,659,318</u> |

The accompanying notes form an integral part of these financial statements.

THE BONE MARROW DONOR PROGRAMME

Statement of Financial Position As at 31 December 2019

| | <u>Notes</u> | <u>2019</u> \$ | <u>2018</u> \$ |
|------------------------------------|--------------|-------------------|-------------------|
| ASSETS | | | |
| <u>Non-current assets</u> | | | |
| Plant and equipment | 9 | 41,609 | 30,809 |
| Total non-current assets | | <u>41,609</u> | <u>30,809</u> |
| <u>Current assets</u> | | | |
| Trade and other receivables | 10 | 782,271 | 848,842 |
| Other assets | 11 | 111,194 | 80,625 |
| Cash and cash equivalents | 12 | 37,946,952 | 32,504,554 |
| Total current assets | | <u>38,840,417</u> | <u>33,434,021</u> |
| Total assets | | <u>38,882,026</u> | <u>33,464,830</u> |
| FUNDS AND LIABILITIES | | | |
| <u>Unrestricted funds</u> | | | |
| General Fund | 13 | 35,359,318 | 31,663,301 |
| Needy Patient Fund | 13 | 2,300,000 | 577,060 |
| Total unrestricted funds | | <u>37,659,318</u> | <u>32,240,361</u> |
| <u>Restricted funds</u> | | | |
| Care and Share matching grant | 13 | — | — |
| Fidelity UK Foundation | 13 | — | 56,700 |
| Total restricted funds | | <u>—</u> | <u>56,700</u> |
| Total funds | | <u>37,659,318</u> | <u>32,297,061</u> |
| <u>Current liabilities</u> | | | |
| Trade and other payables | 14 | 1,222,708 | 1,167,769 |
| Total liabilities | | <u>1,222,708</u> | <u>1,167,769</u> |
| Total funds and liabilities | | <u>38,882,026</u> | <u>33,464,830</u> |

The accompanying notes form an integral part of these financial statements.

THE BONE MARROW DONOR PROGRAMME

Statement of Cash Flows Year Ended 31 December 2019

| | <u>2019</u> \$ | <u>2018</u> \$ |
|--|--------------------------|--------------------------|
| <u>Cash flows from operating activities</u> | | |
| Surplus for the year | 5,362,257 | 8,011,959 |
| Adjustments for: | | |
| Depreciation of plant and equipment | 29,315 | 27,043 |
| Interest income | (613,981) | (354,576) |
| Plant and equipment written off | — | 23,507 |
| Operating surplus before changes in working capital | <u>4,777,591</u> | <u>7,707,933</u> |
| Trade and other receivables | 160,745 | (26,428) |
| Other assets | (30,569) | (58,373) |
| Trade and other payables | 54,939 | (660,058) |
| Net cash flows from operating activities | <u>4,962,706</u> | <u>6,963,074</u> |
| <u>Cash flows from investing activities</u> | | |
| Purchase of plant and equipment | (40,115) | (24,165) |
| Interest received | 519,807 | 262,979 |
| Net cash flows from investing activities | <u>479,692</u> | <u>238,814</u> |
| Net increase in cash and cash equivalents | 5,442,398 | 7,201,888 |
| Cash and cash equivalents, beginning balance | <u>32,504,554</u> | <u>25,302,666</u> |
| Cash and cash equivalents, ending balance (Note 12) | <u><u>37,946,952</u></u> | <u><u>32,504,554</u></u> |

The accompanying notes form an integral part of these financial statements.

THE BONE MARROW DONOR PROGRAMME

Notes to the Financial Statements 31 December 2019

1. General

The Bone Marrow Donor Programme (the “Society”) is a society registered in the Republic of Singapore under the Societies Act, Cap. 311. It was granted the status of an Institutions of a Public Character under the Charities Act, Chapter 37 from the period from 1 July 2019 to 30 June 2021 subject to renewal. The financial statements are presented in Singapore dollar.

The Executive Committee approved and authorised these financial statements for issue on the date of the Statement by the Executive Committee.

The principal activities of the Society are to educate the public about the role of transplantation in the treatment of blood-related diseases and to build a register of volunteer bone marrow donors in Singapore. In addition, the Society provides a service to the hospitals to search the registers to match the donors to their patients and to facilitate the transfer of blood stem cells from donor to patient.

The registered address and principal place of activities is at 8 Sinaran Drive #03-02, Novena Specialist Centre Singapore 307470. The Society is situated in Singapore.

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (“SFRSs”) and the related interpretations to SFRS (“INT SFRS”) as issued by the Singapore Accounting Standards Council.

Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the entity’s accounting policies. The areas requiring management’s most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Incoming Resources

(i) Donations

Revenue from donations are accounted for when received, except for committed donations that are recorded when there is certainty over the amount committed by the donors and over the timing of the receipt of the donations. Revenue from fundraising event is recognised when the event has occurred.

(ii) Rendering of services

Revenue from rendering of services, which includes confirmatory testing are recognised when the services are rendered and accepted by the patients.

(iii) Interest income

Interest revenue is recognised on a time-proportion basis using the effective interest rate.

(iv) Government grant

Government grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate, on a systematic basis. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Expenditure recognition

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

(i) Costs that are generating funds from fund-raising activities

Costs that are directly attributable to the fund-raising activities are separated from those costs incurred in undertaking charitable activities.

(ii) Cost of charitable activities

Cost of charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Society. The total costs of charitable expenditure are apportionment of overhead and shared costs.

(iii) Governance and administrative costs

Governance costs include the costs of governance arrangement, which relate to the general running of the Society, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

Gifts in kind

A gift-in-kind (if any) is included in the statement of financial activities based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received. No value is ascribed to volunteer services. The Society received gift-in-kind for the use of their office premise for free by the landlord. The Society only pay for the common running costs such as utility supply and maintenance expenses to the common access areas within the building.

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

Income tax

As an approved charity under the Charities Act, Cap. 37, the Society is exempted from income tax under Section 13(1)(zm) of the Income Tax Act, Cap 134.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

Plant and equipment

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

| | |
|-----------------------------------|-------|
| Computers, furniture and fittings | - 33% |
| Website development | - 33% |
| Renovation | - 33% |

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of property, plant and equipment is recognised in profit or loss. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property plant and equipment.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Leases

A lease is a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised lease is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-to-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term and an interest expense on the recognised lease liability (included in finance costs). Short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard whereby the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term. a right-of-use asset is recognised. For these leases, a right-of-use asset is recognised.

Lessor

As a lessor the reporting entity classifies each of its leases as either an operating lease or a finance lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset and it is presented in its statement of financial position as a receivable at an amount equal to the net investment in the lease. For a finance lease the finance income is recognised over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset. Lease payments from operating leases are recognised as income on either a straight-line basis or another systematic basis over the term of the lease.

Impairment of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting.

A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires. At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification and measurement of financial assets:

- #1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.
- #2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
- #3. Financial asset that is an equity investment measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
- #4. Financial asset classified as measured at fair value through profit or loss (FVTPL): There were no financial assets classified in this category at reporting year end date.

Classification and measurement of financial liabilities:

Financial liabilities are classified as at fair value through profit or loss (FVTPL) in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

THE BONE MARROW DONOR PROGRAMME

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand that form an integral part of cash management.

Fair value measurement

The 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. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (e.g. by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements.

2B. Other explanatory information

Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, 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. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

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2. Significant accounting policies and other explanatory information (cont'd)

2B. Other explanatory information (cont'd)

The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

Funds

All income and expenditures are reflected in the statement of financial activities. Income and expenditures specifically relating to any of the funds separately set up by the Society are allocated subsequently to those funds. Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense unless impractical to do so. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

2C. Critical judgements, assumptions and estimation uncertainties

The critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities currently or within the next reporting year are discussed below. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

Allowance for trade receivables:

The trade receivables are subject to the expected credit loss model under the financial reporting standard on financial instruments. The expected lifetime losses are recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the expected credit losses. The allowance matrix is based on its historical observed default rates (over a period of certain months) over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The loss allowance was determined accordingly. The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amount is disclosed in the note on trade and other receivables.

3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the reporting entity to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

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3. Related party relationships and transactions (cont'd)

A related party includes the committee members and key management of the Society. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual. Key management personnel include the Chief Executive Officer (CEO) and the direct reporting senior members

All members of the Executive Committee, sub-committees and staff members of the Society are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

One of the members of the Executive Committee, through his ownership of the Centre for Clinical Haematology Pte. Ltd. and medical appointment with Parkway Cancer Centre, had an interest in the medical services undertaken for the Society's donor and patients. During the financial year, the Society provided services amounting to \$28,982 (2018: Nil) to the Centre for Clinical Haematology Pte. Ltd., while Parkway Cancer Centre provided services amounting to \$230,237 (2018: \$408,129) to the Society.

The members of the Executive Committee and sub-committees are volunteers and receive no monetary remuneration for their contribution.

There are no paid staff who are close members of the family of the Executive Committee, and whose remuneration each exceeds \$50,000 during the year.

3A. Key management compensation:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|---|-------------------|-------------------|
| Salaries and other short-term employee benefits | 386,184 | 360,238 |
| Number of key management personnel | <u>2</u> | <u>3</u> |

The above amounts are included under employee benefits expense.

Key management personnel comprise the Chief Executive Officer and the direct reporting senior members.

The annual remuneration (comprising basic salary, bonuses, allowances and employer's contributions to Central Provident Fund) of the three highest paid staff classified by remuneration bands are as follows:

| | <u>2019</u> | <u>2018</u> |
|-----------------------|-------------|-------------|
| Below \$100,000 | – | 1 |
| \$100,001 - \$150,000 | 1 | 1 |
| \$150,001 - \$200,000 | 1 | 1 |
| \$200,001 - \$250,000 | <u>1</u> | <u>–</u> |

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4. Fund-raising activities

Incoming resources from fund-raising activities:

| | <u>2019</u> | <u>2018</u> |
|--|------------------|-------------------|
| | \$ | \$ |
| Direct Debit Donor Programme | 9,386,441 | 13,119,948 |
| Online, Corporate and Individual Donations | 198,963 | 264,606 |
| Others | 19,050 | — |
| Total | <u>9,604,454</u> | <u>13,384,554</u> |

Income from fund-raising activities is recognised based on a point in time.

Expenditure for fund-raising activities:

| | <u>2019</u> | <u>2018</u> |
|----------------------------------|------------------|------------------|
| | \$ | \$ |
| <u>Costs of generating funds</u> | | |
| Direct Debit Donor Programme | 1,409,276 | 2,720,181 |
| Donor database management | 702,087 | 990,093 |
| Donor drive expense | 7,983 | 4,477 |
| Online donation bank charges | 2,665 | 6,119 |
| Total | <u>2,122,011</u> | <u>3,720,870</u> |

In accordance with the Charities (Institutions of a Public Character) Regulations, the Society is required to disclose fund-raising appeals with gross receipts of more than \$1 million.

| | <u>Income for general fund</u> | <u>Fund generating expenses for general fund</u> | <u>Net fund generating income for general fund</u> |
|------------------------------|------------------------------------|--|--|
| | \$ | \$ | \$ |
| <u>2019</u> | | | |
| Direct Debit Donor Programme | <u>9,386,441</u> | <u>1,409,276</u> | <u>7,977,165</u> |
| <u>2018</u> | | | |
| Direct Debit Donor Programme | <u>13,119,948</u> | <u>2,720,181</u> | <u>10,933,676</u> |

5. Charitable activities

Incoming resources from charitable activities:

| | <u>2019</u> | <u>2018</u> |
|---|------------------|------------------|
| | \$ | \$ |
| Grants from government related agencies | 1,079,420 | 355,932 |
| Confirmatory testing (CT) | 497,134 | 530,125 |
| Marrow procurement (MP) | 2,259,588 | 2,282,067 |
| Total | <u>3,836,142</u> | <u>3,168,124</u> |

Incoming resources from charitable activities is recognised based on a point in time.

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5. Charitable activities (cont'd)

Expenditure for charitable activities:

| | <u>2019</u> | <u>2018</u> |
|---|-------------------------|-------------------------|
| | \$ | \$ |
| Bad debts written off | 770 | 49,899 |
| Bone marrow procurement costs | 1,805,696 | 1,238,283 |
| Confirmatory testing costs | 338,924 | 337,420 |
| Depreciation (Note 9) | 29,315 | 27,043 |
| Donor recruitment and public education expenses | 189,613 | 126,422 |
| Plant and equipment written off | – | 23,507 |
| Tissue typing cost | 348,782 | 796,000 |
| Subtotal | <u>2,757,093</u> | <u>2,598,574</u> |
| <u>Employee benefits expense</u> | | |
| Salaries and related costs | 2,115,491 | 1,741,841 |
| Contributions to defined contribution plan | 269,591 | 234,314 |
| Other benefits | 107,984 | 52,564 |
| Subtotal | <u>2,493,066</u> | <u>2,028,719</u> |
| Patient Subsidies | 948,832 | 201,307 |
| Others | 370,070 | 404,588 |
| Grand total | <u><u>6,525,068</u></u> | <u><u>5,233,188</u></u> |

6. Other income

| | <u>2019</u> | <u>2018</u> |
|--|-----------------------|-----------------------|
| | \$ | \$ |
| Allowance for impairment on trade receivables – reversal (Note 10) | – | 31,500 |
| Fixed deposit interest income | 613,981 | 354,576 |
| Government grants | 35,594 | 40,414 |
| Others | – | 18,488 |
| Total | <u><u>649,575</u></u> | <u><u>444,978</u></u> |

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7. Governance costs

| | <u>2019</u> \$ | <u>2018</u> \$ |
|------------------------|-------------------|-------------------|
| Auditors' remuneration | 27,561 | 31,639 |
| Professional fees | 53,274 | – |
| Total | <u>80,835</u> | <u>31,639</u> |

8. Tax exempt receipts

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Society. The Institutions of a Public Character status granted to the Society for donations is for the period from 1 July 2019 to 30 June 2021 subject to renewal.

| | <u>2019</u> \$ | <u>2018</u> \$ |
|--|-------------------|-------------------|
| Tax-exempt receipts | 9,370,062 | 12,918,927 |
| Non tax-exempt receipts | 234,392 | 465,627 |
| Total incoming resources from fund-raising activities (Note 4) | <u>9,604,454</u> | <u>13,384,554</u> |

9. Plant and equipment

| | <u>Computers, furniture and fittings</u> \$ | <u>Website development</u> \$ | <u>Renovation</u> \$ | <u>Total</u> \$ |
|----------------------------------|--|--------------------------------------|-------------------------|--------------------|
| <u>Cost:</u> | | | | |
| At 1 January 2018 | 119,941 | 149,319 | 196,621 | 465,881 |
| Additions | 14,400 | – | 9,765 | 24,165 |
| Disposals | (40,849) | (149,319) | (177,481) | (367,649) |
| At 31 December 2018 | 93,492 | – | 28,905 | 122,397 |
| Additions | 40,115 | – | – | 40,115 |
| At 31 December 2019 | 133,607 | – | 28,905 | 162,512 |
| <u>Accumulated depreciation:</u> | | | | |
| At 1 January 2018 | 91,468 | 132,756 | 184,463 | 408,687 |
| Depreciation for the year | 17,550 | – | 9,493 | 27,043 |
| Disposals | (33,905) | (132,756) | (177,481) | (344,142) |
| At 31 December 2018 | 75,113 | – | 16,475 | 91,588 |
| Depreciation for the year | 21,323 | – | 7,992 | 29,315 |
| At 31 December 2019 | 96,436 | – | 24,467 | 120,903 |
| <u>Net book value:</u> | | | | |
| At 1 January 2018 | 28,473 | 16,563 | 12,158 | 57,194 |
| At 31 December 2018 | 18,379 | – | 12,430 | 30,809 |
| At 31 December 2019 | 37,171 | – | 4,438 | 41,609 |

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10. Trade and other receivables

| | <u>2019</u> \$ | <u>2018</u> \$ |
|-----------------------------------|-------------------|-------------------|
| <u>Trade receivables</u> | | |
| Outside parties | 193,456 | 332,976 |
| <u>Other receivables</u> | | |
| Grant receivables | 289,973 | 289,973 |
| Interest receivables | 281,575 | 187,401 |
| Other receivables | 17,267 | 38,492 |
| Subtotal | <u>588,815</u> | <u>515,866</u> |
| Total trade and other receivables | <u>782,271</u> | <u>848,842</u> |

Movement in above allowance:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|---|-------------------|-------------------|
| At beginning of the year | – | 33,800 |
| Reversed for trade receivables to statement of financial activities included in other income / costs of charitable activities (Notes 6) | – | (31,500) |
| Used | – | (2,300) |
| At end of the year | <u>–</u> | <u>–</u> |

The trade receivables are subject to the expected credit loss model under the financial reporting standard on financial instruments. The methodology applied for impairment loss is the simplified approach to measuring expected credit losses (ECL) which uses a lifetime expected loss allowance for all trade receivables. The expected lifetime losses are recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the expected credit losses. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed. No allowance matrix is deemed necessary for the Society.

Ageing analysis of the age of trade receivable amounts that are past due as at the end of reporting year but not impaired:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|---------------------------|-------------------|-------------------|
| <u>Trade receivables:</u> | | |
| 31 to 60 days | 600 | 160,710 |
| 61 to 90 days | 3,000 | 2,020 |
| Over 90 days | 33,140 | 33,050 |
| Total | <u>36,740</u> | <u>198,080</u> |

The amounts are written off when there are indications that there is no reasonable expectation of recovery or the failure of a debtor to make contractual payments over an extended period.

Trade receivables that are individually determined to be impaired at the end of the reporting period relate to debtors that are in significant financial difficulties and have defaulted on payments. Based on the existing model, receivables from patients can be offset against assistance fund available. As such, the default rates are reduced to minimal or zero which no loss on allowances is necessary as at the end of the reporting year. There are no collateral held as security and other credit enhancements for the trade receivables.

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10. Trade and other receivables (cont'd)

The other receivables at amortised cost shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The other receivables at amortised cost and which can be graded as low risk individually are considered to have low credit risk. No loss allowance is necessary.

Concentration of trade receivables as at the end of reporting year:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|-------|-------------------|-------------------|
| Top 1 | 55,637 | 90,536 |
| Top 2 | 109,119 | 165,256 |
| Top 3 | <u>127,719</u> | <u>223,256</u> |

The Society's top three trade receivables accounted for approximately 66% (2018: 67%) of the total trade receivables

11. Other assets

| | <u>2019</u> \$ | <u>2018</u> \$ |
|-----------------------------|-------------------|-------------------|
| Deposits to secure services | 18,391 | 11,988 |
| Prepayments | <u>92,803</u> | <u>68,637</u> |
| | <u>111,194</u> | <u>80,625</u> |

12. Cash and cash equivalents

| | <u>2019</u> \$ | <u>2018</u> \$ |
|--|-------------------|-------------------|
| Cash and bank balances | 2,946,952 | 2,504,554 |
| Fixed deposits with financial institutions | <u>35,000,000</u> | <u>30,000,000</u> |
| | <u>37,946,952</u> | <u>32,504,554</u> |
| Interest earnings balances | <u>35,000,000</u> | <u>30,000,000</u> |

Cash at banks earns interest at floating rates based on daily bank deposit rates.

The fixed deposits earn interest at rates ranging from 1.05% to 2.35% (2018: 1.05% to 1.87%) per annum. Interest rates are repriced at intervals between three to twelve months (2018: twelve months).

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13. Fund account transactions and balances

| | 2019 | | | | 2018 | | | |
|---|--------------------|--------------------|------------------------|-------------------|--------------------|--------------------|------------------------|-------------------|
| | Unrestricted funds | | Restricted fund | | Unrestricted funds | | Restricted fund | |
| | General Fund | Needy Patient Fund | Fidelity UK Foundation | Total | General Fund | Needy Patient Fund | Fidelity UK Foundation | Total |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Incoming Resources | | | | | | | | |
| Fund-raising activities | 9,604,454 | — | — | 9,604,454 | 13,384,554 | — | — | 13,384,554 |
| Charitable activities | 3,836,142 | — | — | 3,836,142 | 3,168,124 | — | — | 3,168,124 |
| Other income | 649,575 | — | — | 649,575 | 444,978 | — | — | 444,978 |
| Total incoming resources | 14,090,171 | — | — | 14,090,171 | 16,997,656 | — | — | 16,997,656 |
| Resources Expended: | | | | | | | | |
| Fund raising activities | 2,122,011 | — | — | 2,122,011 | 3,720,870 | — | — | 3,720,870 |
| Charitable activities | 5,519,536 | 948,832 | 56,700 | 6,525,068 | 5,031,881 | 201,307 | — | 5,233,188 |
| Governance costs | 80,835 | — | — | 80,835 | 31,639 | — | — | 31,639 |
| Total resources expended | 7,722,382 | 948,832 | 56,700 | 8,727,914 | 8,784,390 | 201,307 | — | 8,985,697 |
| Surplus / (Deficit) for the year | 6,367,789 | (948,832) | (56,700) | 5,362,257 | 8,213,266 | (201,307) | — | 8,011,959 |
| Fund transfer | (2,671,772) | 2,671,772 | — | — | — | — | — | — |
| Reconciliation of funds: | | | | | | | | |
| Total funds brought forward | 31,663,301 | 577,060 | 56,700 | 32,297,061 | 23,450,035 | 778,367 | 56,700 | 24,285,102 |
| Total funds carried forward | 35,359,318 | 2,300,000 | — | 37,659,318 | 31,663,301 | 577,060 | 56,700 | 32,297,061 |

THE BONE MARROW DONOR PROGRAMME

13. Fund account transactions and balances (cont'd)

| | General Fund \$ | Needy Patient Fund \$ | Care & Share Matching Grant \$ | Fidelity UK Foundation \$ | Total \$ |
|-----------------------------|-----------------------|--------------------------------|--|---------------------------------|-------------|
| 2019 | | | | | |
| <u>Non-current assets</u> | | | | | |
| Plant and equipment | 41,609 | — | — | — | 41,609 |
| Total non-current assets | 41,609 | — | — | — | 41,609 |
| <u>Current assets</u> | | | | | |
| Trade and other receivables | 492,298 | — | 289,973 | — | 782,271 |
| Interfund balances | 289,973 | — | — | — | 289,973 |
| Other assets | 111,194 | — | — | — | 111,194 |
| Cash and cash equivalents | 35,646,952 | 2,300,000 | — | — | 37,946,952 |
| Total current assets | 36,540,417 | 2,300,000 | 289,973 | — | 39,130,390 |
| Total assets | 36,582,026 | 2,300,000 | 289,973 | — | 39,171,999 |
| <u>Current liabilities</u> | | | | | |
| Trade and other payables | 1,222,708 | — | — | — | 1,222,708 |
| Interfund balances | — | — | 289,973 | — | 289,973 |
| Total liabilities | 1,222,708 | — | 289,973 | — | 1,620,521 |
| Net asset | 35,359,318 | 2,300,000 | — | — | 37,659,318 |

THE BONE MARROW DONOR PROGRAMME

13. Fund account transactions and balances (cont'd)

| | <u>Unrestricted Funds</u> | | <u>Restricted Funds</u> | | |
|--------------------------------|---------------------------|--------------------------|-------------------------------------|---------------------------|------------|
| | General Fund | Needy Patient Fund | Care &Share Matching Grant | Fidelity UK Foundation | Total |
| | \$ | \$ | \$ | \$ | \$ |
| 2018 | | | | | |
| <u>Non-current assets</u> | | | | – | |
| Plant and equipment | 30,809 | – | – | – | 30,809 |
| Total non-current assets | 30,809 | – | – | | 30,809 |
| | | | | – | |
| <u>Current assets</u> | | | | – | |
| Trade and other receivables | 558,869 | – | 289,973 | – | 848,842 |
| Other assets | 80,625 | – | – | – | 80,625 |
| Interfund balances | 289,973 | – | – | – | 289,973 |
| Cash and cash equivalents | 31,870,794 | 577,060 | – | 56,700 | 32,504,554 |
| Total current assets | 32,800,261 | 577,060 | 289,973 | 56,700 | 33,723,994 |
| Total assets | 32,831,070 | 577,060 | 289,973 | 56,700 | 33,754,803 |
| | | | | | |
| <u>Current liabilities</u> | | | | | |
| Trade and other payables | 1,167,769 | – | – | – | 1,167,769 |
| Interfund balances | – | – | 289,973 | – | 289,973 |
| Total liabilities | 1,167,769 | – | 289,973 | – | 1,457,742 |
| Net asset | 31,663,301 | 577,060 | – | 56,700 | 32,297,061 |

- (i) General Fund - This fund is expendable at the discretion of the Society's Executive Committee, to further the Society's key objectives.
- (ii) Needy patient fund – This fund provides solely for Singaporean and Singapore permanent resident patients ("PR"), in need of medical and transplant treatment with substantial subsidies for their medical costs incurred for confirmatory typing, marrow procurement costs.

In 2019, a designated amount of \$ 1 million was allocated by the Board of the Society as a provision for this scheme and an amount of S\$ 948,832 was utilised to help 41 procurement and 54 confirmatory testing needy cases. The entire funding of these subsidies was solely made from the reserves of the Society.

To further the scope and to complement this meaningful initiative, the Executive Committee has allocated a sum of \$ 2.3 million to the needy patient fund for use in 2020. The enhanced scheme will include the following supplements:

- To extend the subsidy schemes to support foreign spouses of Singaporeans and PRs
- To support transplant related costs
- To support post-transplant subsistence

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13. Fund account transactions and balances (cont'd)

- (iii) Fidelity UK Foundation – The objective of this fund is to support the Society to develop a recruitment and communication platform. This fund was fully utilised in 2019.
- (iv) Care & Share Matching Grant – The Care & Share matching grant is disbursed by the Ministry of Social and Family Development for developing the Society's social services and programme for all the beneficiaries. This grant is capped at \$2,900,000 for the Society. As of reporting date, the Society had received \$675,000, and further grant disbursement will be received upon approval to the submissions made to the Care & Share Matching Grant. A total of \$289,973 was included as grant receivables under Note 10 to the financial statements in 2019. This amount has been subsequently received.

14. Trade and other payables

| | <u>2019</u> \$ | <u>2018</u> \$ |
|--------------------------------|-------------------------|-------------------------|
| <u>Trade payables</u> | | |
| Advances from patients | 127,972 | 157,080 |
| Outside parties | <u>506,194</u> | <u>429,344</u> |
| Subtotal | <u>634,166</u> | <u>586,424</u> |
| <u>Other payables</u> | | |
| Accrued liabilities | 274,991 | 414,354 |
| Provision for bonus | <u>313,551</u> | <u>166,991</u> |
| Subtotal | <u>588,542</u> | <u>581,345</u> |
| Total trade and other payables | <u><u>1,222,708</u></u> | <u><u>1,167,769</u></u> |

15. Contingent liabilities

| | <u>2019</u> \$ | <u>2018</u> \$ |
|----------------------|-------------------|-------------------|
| Letter of guarantees | <u>392,000</u> | <u>505,000</u> |

This relates to letters of guarantees for the benefits of volunteer donors. These guarantees are provided to the hospital to cover all medical expenses arising from medical consultation, investigation costs, and treatment on stem cells or marrow donations. As at the date of this report, there has been no claims against these guarantees.

16. Commitments

Another two non-profit organisations share its community space with the Society and the latter has agreed to bear certain maintenance incurred for the community space. The maintenance charged in the statement of financial activities for the reporting year was \$70,982 (2018: \$66,417). Future committed payments related to the maintenance of the community space as of 31 December 2019 are as follows:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|-----------------|-------------------|-------------------|
| Within one year | <u>71,066</u> | <u>55,348</u> |

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17. Reserve policy

The primary objective of the Society's reserves management policy is to ensure that it maintains strong and healthy fund ratios in order to support its operations and potential initiatives.

The Society targets to maintain an optimum level of accumulated fund. This excludes designated fund and restricted funds. The Society regularly reviews and manages its reserves to ensure optimal fund structure, taking into consideration the future fund requirements of the Society and fund efficiency, projected income and operating cash flows.

The Society is not subject to externally imposed fund requirements.

There were no changes to the Society's approach to reserves management during the year.

| | <u>2019</u> \$ | <u>2018</u> \$ |
|--|-------------------|-------------------|
| <u>Unrestricted fund</u> | | |
| General fund | <u>35,359,318</u> | <u>31,663,301</u> |
| <u>Operating expenditures</u> | | |
| Charitable activities | 5,519,536 | 5,031,881 |
| Governance costs | <u>80,835</u> | <u>31,639</u> |
| | <u>5,600,371</u> | <u>5,063,520</u> |
| Number of years of reserves to annual operating expenditures | <u>6.3</u> | <u>6.3</u> |

18. Financial instruments: information on financial risks

18A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

| | <u>2019</u> \$ | <u>2018</u> \$ |
|---|-------------------|-------------------|
| <u>Financial assets:</u> | | |
| Financial assets at amortised cost | <u>38,729,223</u> | <u>33,353,396</u> |
| At end of the year | <u>38,729,223</u> | <u>33,353,396</u> |
| <u>Financial liabilities:</u> | | |
| Financial liabilities at amortised cost | <u>1,222,708</u> | <u>1,167,769</u> |
| At end of the year | <u>1,222,708</u> | <u>1,167,769</u> |

Further quantitative disclosures are included throughout these financial statements.

18B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. The Society has undertaken certain practices for the management of financial risks based on acceptable market practice.

During the year, there have been no changes to the exposures to risks; the objectives, policies and processes for managing the risks and the methods used to measure the risks.

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18. Financial instruments: information on financial risks (cont'd)

18C. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

18D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings.

For expected credit losses (ECL) on financial assets, a simplified approach is permitted by the financial reporting standards on financial instruments for financial assets that do not have a significant financing component, such as trade receivables. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL (or lifetime ECL for trade receivables), unless the assets are considered credit impaired. For credit risk on trade receivables an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

18E. Liquidity risk – financial liabilities maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. There are no liabilities contracted to fall due after twelve months at the end of the reporting year. The average credit period taken to settle trade payables is about 30 days (2018: 30 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

The Society monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Society's operations and to mitigate the effects of fluctuations in cash flows.

18F. Interest rate risk

The Society's exposure to interest rate risk arises primarily from short-term deposits and cash balances placed with financial institutions.

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18. Financial instruments: information on financial risks (cont'd)

18G. Foreign currency risk

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency, i.e. in a currency other than the functional currency in which they are measured. For the purpose of this financial reporting standard on financial instruments: disclosures, currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency.

Analysis of major amounts denominated in non-functional currency denominated in Singapore Dollar equivalent:

| | United States Dollar | Euro Dollar | Others (a) | Total |
|-------------------------------|----------------------------|-----------------|-----------------|------------------|
| | \$ | \$ | \$ | \$ |
| <u>2019:</u> | | | | |
| <u>Financial liabilities:</u> | | | | |
| Trade and other payables | (91,424) | (80,376) | (31,612) | (203,412) |
| Net financial liabilities | <u>(91,424)</u> | <u>(80,376)</u> | <u>(31,612)</u> | <u>(203,412)</u> |
| | | | | |
| | United States Dollar | Euro Dollar | Others (a) | Total |
| | \$ | \$ | \$ | \$ |
| <u>2018:</u> | | | | |
| <u>Financial liabilities:</u> | | | | |
| Trade and other payables | (185,498) | (47,277) | (13,655) | (246,430) |
| Net financial liabilities | <u>(185,498)</u> | <u>(47,277)</u> | <u>(13,655)</u> | <u>(246,430)</u> |

(a) Others – These are smaller amounts of the total denominated in non-functional currency.

Sensitivity analysis:

| | <u>2019</u> | <u>2018</u> |
|---|--------------|--------------|
| | \$ | \$ |
| A hypothetical 10% increase in the exchange rate of the functional currency S\$ against the United States Dollars with all other variables held constant would have a favourable effect on fair value | 9,142 | 18,550 |
| A hypothetical 10% increase in the exchange rate of the functional currency S\$ against Euro Dollars with all other variables held constant would have a favourable effect on fair value | <u>8,038</u> | <u>4,728</u> |

The above table shows sensitivity to a hypothetical percentage variation in the functional currency against the relevant non-functional foreign currencies. The sensitivity rate used is the reasonably possible change in foreign exchange rates. For a similar rate weakening of the functional currency against the relevant foreign currencies, there would be comparable impacts in the opposite direction.

The hypothetical in exchange rates are not based on observable market data (unobservable inputs). The sensitivity analysis is disclosed for each currency to which the entity has significant exposure at end of the reporting year. The analysis above has been carried out without taking into consideration hedged transactions.

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19. Event after the end of the reporting year

There are current uncertainties in the economy related to the COVID-19 outbreak that emerged since early 2020. These uncertainties have impacted the Society's operations and may create questions about the stability of incoming resources. As the situation is still evolving, the full effect of the outbreak is still uncertain. It is however reasonably possible that COVID-19 will have an impact on the Society's revenues and results for the next financial year, the extent of which will depend on how long the outbreak lasts.

20. Changes and adoption of financial reporting standards

For the current reporting year new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable to the Society are listed below. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

| <u>SFRS No.</u> | <u>Title</u> |
|-----------------|---|
| SFRS 16 | Leases (and Leases - Illustrative Examples & Amendments to Guidance on Other Standards) |

21. New or amended standards in issue but not yet effective

For the future reporting years certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the reporting entity for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

| <u>FRS No.</u> | <u>Title</u> | <u>Effective date for periods beginning on or after</u> |
|----------------|---|---|
| FRS 1 and 8 | Definition of Material – Amendments to The Conceptual Framework for Financial Reporting | 1 Jan 2020 |

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22. Reclassifications and comparative figures

Patient subsidies have been reclassified for the financial year ended 31 December 2018 to enhance comparability with current year's financial statements. This is reflected in Note 5 and Note 17 to the financial statements respectively. A third statement of financial position at the beginning the preceding reporting year is not presented because the reclassification have no impact on the information in the statement of financial position at the beginning of the preceding period. Apart from these disclosures, other balances and notes are not impacted by the reclassifications.

The modifications to financial statements presentation are summarised below:

| | <u>After</u> <u>reclassification</u> \$ | <u>Before</u> <u>reclassification</u> \$ | <u>Difference</u> \$ |
|--|---|--|-------------------------|
| <u>2018</u> | | | |
| <u>Statement of financial activities</u> | | | |
| Incoming Resources: | | | |
| Charitable activities | 3,168,124 | 2,966,817 | 201,307 |
| Resources Expended: | | | |
| Charitable activities | 5,233,188 | 5,031,881 | 201,307 |

