



2020 ANNUAL REPORT

Since 1993, the Bone Marrow Donor Programme (BMDP) has been providing that often, last chance of survival to hundreds of patients suffering from terminal blood-related diseases, in the form of a bone marrow transplant from an unrelated marrow donor.

BMDP manages Singapore's only register of volunteer bone marrow donors and with a slim chance of finding that perfect matched donor, we are fully committed to building the local donor register into a national asset to help all Singaporeans have that second chance at life.

What we do at BMDP has a direct impact on life, hence our promise of "A donor for every patient". We reach out to all sectors within our community to share the message and empower people with the possibility to save a life.

Address: 8 Sinaran Drive #03-02,
Novena Specialist Center,
Singapore 307470

Singapore Unique Entity Number: S93SS0141J

Names of the bankers, lawyers, auditors, investment advisers and other advisers of the charity:

- **Bankers:** OCBC, UOB, BNP Paribas, HSBC, Standard Chartered, Maybank
- **Auditors:** RSM Chio Lim LLP, Foo Kon Tan, HM Accountants
- **Lawyers:** Allen Gledhill

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VISION

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

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.

CORE VALUES

COMMITMENT

Believing and being dedicated to BMDP's Vision & Mission.

RESPECT

Holding our donors, patients and colleagues in high regard.

INTEGRITY

Acting honestly, morally and ethically.

TEAMWORK

Working as one BMDP Team.

EXCELLENCE

Delivering work of the highest quality consistently.



OUR CORE SERVICES

AT BMDP, WE...

1

Grow and maintain a donor register where we tap on to look for matching donor for patients.

2

Provide search services to patients who are looking for matching bone marrow donors for their transplant.



3

Provide support to all donors in Singapore who are identified as a potential match for patients throughout their donation journey.

4

Provide financial support to patients with blood diseases.



MESSAGE FROM OUR PRESIDENT & CEO

President's Message: Overcoming Challenges while Staying Relevant

When the pandemic started in Singapore in early 2020, there was an air of uncertainty. We were thankful that our operational preparedness was able to help us respond quickly. Our commitment to patients becomes the driving force as we faced the new challenges.

Standing by our Patients

The pandemic forced various countries to shut their borders. We had to keep a very close watch and constantly review our search recommendations. We had to manage the transportation of the life saving stem cells in and out of Singapore. Not long after DORSCON Orange was declared, we started cryopreservation as an alternative to store preserved stem cells for shipping. With the support from the Ministries of Health, Home Affairs and Transport, we were able to arrange for safe handover of fresh products within the Changi Airport's transit area. All these helped in the facilitation of 74 transplants in the entire year.

We introduced a new financial subsidy fund – the Transplant-Related Cost Subsidy Scheme (where we will support 50% of the transplant cost or up to \$50,000 whichever is lower) and the Post-Transplant Allowances (where we support patients with \$500 per month up to a year).

In 2020, we supported 67 patients and disbursed close to \$710,000.

Prioritizing Donors' Safety

The safety of our donors remains a high priority especially in the pandemic situation. We conducted our information sessions with matched potential donors using telephone or video call. We were heartened that despite the limited interaction and COVID-19 concerns, many of these donors remain committed. In 2020, 43 donors from our register proceeded with their donation. Their altruism is commendable. We salute these heroes.

Looking Beyond Our Core Services

For the past 27 years, BMDP has focused on building Singapore's only marrow donor register and supporting patients who need Matched Unrelated Donor (MUD) Stem Cell transplant. The treatment of blood diseases has made considerable progress in the past few years. As researchers work tirelessly in developing new ways of treatment and making groundbreaking discoveries, BMDP will seek to keep up with the developments and explore what other services we can provide to patients and their families.

Thank you for your continuous support and partnership in this life saving mission.

CEO Message: Building Capability Through Volunteers

Volunteers have always been an invaluable asset to BMDP. In 2019, more than 100 volunteers supported our flagship event, Match for Life, at Our Tampines Hub. In 2020, the COVID-19 situation forced us to take Match for Life online and we had to stop all face to face activities.

Yet, 111 volunteers still came forward and supported our operations throughout the year. We also have 95 Ambassadors involved in our outreach activities.

There is indeed a great need to recruit more people to join our marrow donor register. COVID-19 has severely impacted our recruitment as all face to face activities like roadshows and recruitment drives were stopped. Marrow Donor Recruitment number took a huge hit but we persevered and recruited 2,000 donors through our volunteers and online efforts. As we learn to navigate the digital space and go beyond our small team of staff to reach out to donors, the role of volunteers and ambassadors becomes even more critical.

As firm believers of the mission, they play a pivotal role in raising awareness and

building the marrow donor register. We hope many more will come onboard as ambassadors.

Similarly, we need volunteers to support the other aspects of our operations. We plan to design opportunities for volunteers to play lead roles in planning and implementing our plans.

We call this initiative Volunteer 2.0. Through this initiative, we hope to have volunteers working alongside with us in core groups, planning and implementing plans in the areas of Donor Support (to provide a positive donation experience for the donors) as well as Patient Support (to provide care and support to our patients and their families).

In closing, I'd would like to say thank you to our unsung heroes – the 43 marrow donors who came forward in 2020, our ambassadors and volunteers who gave selflessly in a difficult COVID-19 year. I would also like to thank our financial supporters whose contributions allowed us to continue focusing on our life saving mission. A big thank you to all.

Volunteer Stories

@ BMDP

Saving a life during the Circuit Breaker

Driven by the sole motivation to save a life, Evangeline Koh was one of the marrow donors who proceeded with the bone marrow donation during the Circuit Breaker.

"I did the PBSC donation, which is similar to a regular blood donation... I was lucky to be taken care of by a very experienced team who put in effort to educate and familiarise myself with the machinery and procedures.

Naturally, Evangeline's family and friends were worried about her visiting the hospital at the time when the number of cases were rising. "I consider myself rather lucky with really supportive friends and family members. Of course, a little education on the process helped ease everyone's initial worries and fears. After which, they left the decision to me and just prayed for the best."

Blood disease is a subject close to Evangeline's heart. At the time when she was identified to be a

**you never know
how small an action
of yours could mean
the world to another.**



suitable donor, her mother was also receiving treatment for leukaemia. "When I received a call one morning about being a match for a patient, I thought to myself, oh great I must be a match for my mum! But little did I know, I will never be able to do that for her as children will never be their parents' perfect match."

Evangeline's personal encounter with someone with a blood disease created a sense of empathy



Evangeline with her bag of life saving stem cells

towards the patient and the family, thus leading her to the decision to go forth with the donation. "I thought okay, I shall give it a shot and if all goes well, I get to save a life and why not do just that?"



Siblings' Commitment saved a life

Very few could rise to the challenge quite like this brother-sister duo whose odds seem to be in their favour when it comes to overcoming fear and saving lives. Desiree was a polytechnic student when she chanced upon the Bone Marrow Donor Programme. Since her encounter with the organisation, she became an active ambassador, taking every opportunity to introduce her friends to the BMDP, including her brother, Daniel who went on to donate his stem cells and saved a patient's life.

"She (Desiree) told me they (BMDP) just needed to keep my data so I just swabbed. I didn't expect that I would be called up since the match is so rare," Daniel shared as he recalled his first encounter with BMDP. When he received the unexpected call, his first thought was to report fraudulent. "I was a bit

skeptical lah...there are so many scam calls nowadays so my initial thought was – is this a scam?"

When asked about how she feels about the news, Desiree was both surprised and proud.

"I was shocked when he told me that the BMDP called him because the odds is so rare but at the same time I'm also quite proud of him for overcoming his fear of pain," said Desiree.

Although Daniel had to endure 4 days of discomfort from the GCSF injections, which included a cold sore attack and a persistent body ache, it was both a dramatic and memorable experience for him.

"I'm very, very scared of pain so during the 4 days of injections, I got either



Despite the discomfort, Daniel did receive some perks from the donation. For example, having his girlfriend serve him dinner during his donation.

Desiree or the clinic to do it for me."

The most memorable part of the experience was when he had to take a leak. "Because I couldn't move my arms so much, I had to pee in the bedpan like how a dog would pee. At first it was awkward, but I got the hang of it and I peed like 5 or 6 times," Daniel laughed.

Despite the inconvenience, the experience paid off and he was honoured to save a life. In his words, "It's not about the pain, it's about the positive impact one can create on the patient and their loved ones."

Indeed, a simple act of sharing creates a ripple effect that would go on to impact more people. In this case, Desiree's decision to approach her brother has inadvertently saved not just the patient, but his/her family.



Daniel did the PBSC Method where stem cells were collected via the blood from his arms



She signed up her first donor who was also her friend at Wisma Atria in 2019

To serve is a privilege. Being an ambassador is not about being obsessed with the idea of giving but rather to be appreciative of the difference you are capable of making.





Aarushi and her supporting parents who have been her greatest supporter throughout her fundraising journey.

A Young Mind with a Big Heart

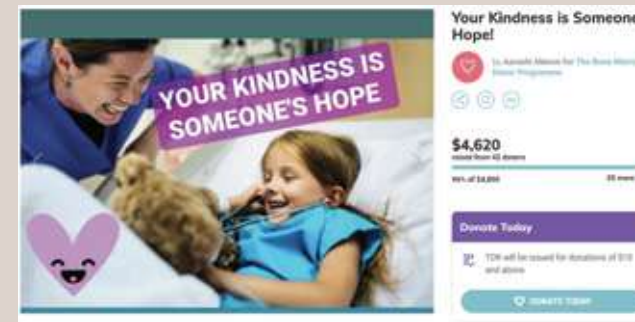
At 17 years old, Aarushi Menon has proven that age is no barrier in creating a significant impact in people's lives by initiating a fundraising campaign through her passion for teaching.

It was during the Circuit Breaker and while many of us were slowly adjusting into a home-based lifestyle, Aarushi was hard at work giving online tuitions to students in Math and French. She decided to channel her hard-earned fees to BMDP's life-saving efforts. To date, she has raised over \$4,500 from 33 donors through Giving.sg.

"By choosing to fundraise with BMDP, I had hoped to change a life or two. I wanted the donations to maybe give a child a chance to be healthy enough to get an education or a mother to spend more years with her children."

The campaign took off almost immediately. On its first morning, there was already a \$20 donation made by a generous passerby. "...that really boosted my spirits to see progress being made so early on," Aarushi added. It didn't take long before the campaign reached \$1,500. "It was definitely the most memorable experience during this entire fundraiser and really showed me that together we can achieve the unimaginable."

Today, Aarushi is still actively giving online tuition while juggling with her own commitments and actively volunteering with other organisations. "My father often tells me that there is no point in going through life without helping those in need around us. And that is so true. So I would say give back to society as much as you can, because the more good you do, the more good will come to you!"



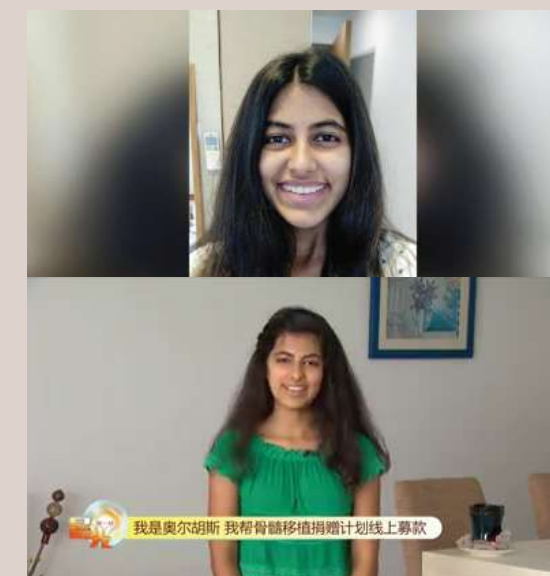
A snapshot of Aarushi's fundraising campaign in Giving.sg



Using her knowledge in Math and French, Aarushi was able to raise close to over \$4,500 for BMDP.



I learnt that the chance of survival for patients in the advanced stage of blood disease is very low and due to no fault of theirs, they must face the chance of losing their precious life.



Aarushi's story has also been featured in the media, including Straits Times, Channel 8 Morning Express and Tamil Murasu.





He is also featured in our new corporate video themed, Give them Hope



From a Hesitant Passerby to a Fervent Advocate

When he was approached by a brand ambassador back in 2017, Saunak was hesitant to join the BMDP register.

"At that time, I was very reluctant to sign up as a donor, as I was worried about the side effects of bone marrow donation, so I just signed up for the recurring financial donations."

However, he would later change his mind and join the register after a conversation with his friend.

"My friend who is a doctor in SGH candidly stated that the small side effects and inconvenience to you at the time of donation are insignificant compared to the huge impact your donation would make to someone's life, giving the person a new life. His words made a deep impact on me and I decided to sign up as donor."

A year later, Saunak joined the newly formed Ambassador Programme and became one of the most active BMDP ambassadors.

"I thought that this was a wonderful opportunity to do something about a cause I deeply believe in, and thus I agree to be part of the programme."

I realised the key was to open with a sentence which would arise curiosity in the person you are talking to."

Fast forward to today, Saunak has personally signed up more than 50 people as marrow donors and has reached out to over 100 people through casual conversations.

"It struck me that the skills needed to convince people to sign up for as donors are not far different from how in my day

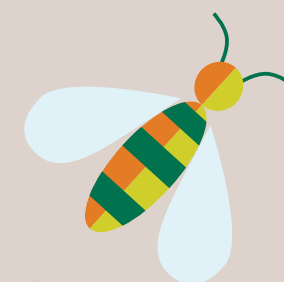
"If I am able to save even one life, that would be an immense satisfaction and that remains my motivation to join the BMDP team as an ambassador."

job I try to convince ship owners to change from dirty fuel oil to clean natural gas."

Apart from actively spreading the words through his network, Saunak has also been a constant support to BMDP both physically and virtually by attending our events such as Match for Life 2019 and sharing his experience at our Marrow 101 educational session as a guest speaker.

Today, Saunak is a member of the Ambassador Core Team, leading the Donor Recruitment arm to encourage more ambassadors to spread the words and continuing his personal effort to raise awareness.

Awareness starts from individuals like Saunak. If you are inspired to join us as an ambassador and play a part in raising awareness, do drop us an email at volunteer@bmdp.org.



Volunteering Internship Programme Learning Through Service

The Volunteer Internship Programme is aimed at encouraging and further developing students' interest and active participation in our cause. It also fosters a deeper understanding of social service organisations such as the BMDP, as well as our operations.

Participants were attached to various teams and learn they work together efficiently to ensure that patients receive their transplants on time. Chloe is one of the first batch of students who participated in this Programme.

"I thought that it would be a meaningful way to spend my winter break. Was looking forward to finding out more about the logistical processes beyond what I was exposed to."

In a short span of four days across two weeks, Chloe has learnt how swabs were collected, processed, and shipped for HLA tissue typing.

"Thanks to Mars and J (BMDP staff), they meticulously planned out a very sequential step-by-step curriculum for us. They were receptive to our queries and were just immense joys to work with."

To find out when is our next run of the Programme, write to us at volunteer@bmdp.org.



Chloe was first acquainted to BMDP through her events project at Ngee Ann Polytechnic where she studied Mass Communication

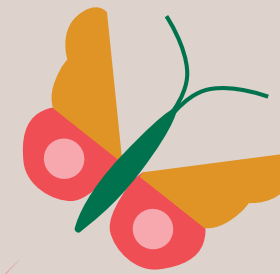


Our first batch of interns together with Marsita from the swab processing unit

"It really takes the concerted effort of everyone to make the change we want to see. If there are causes you believe them, research on the ways you can help existing efforts, or gather like-minded people to fill in the gaps that you see!"



Chloe and Shermaine during BMDP's virtual Christmas party

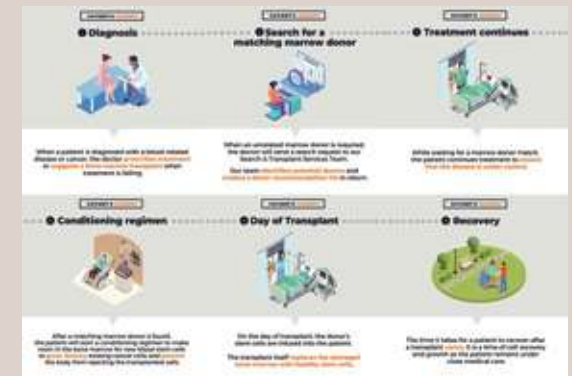


Sharing Expertise through Skills-based Volunteering

In 2020, we started identifying some of the needs within the charity and kickstarted three types of skills-based volunteering:

Content Creators

We engaged volunteers in creating social media content. On November 2020, we launched a Patient Journey Series on Facebook and Instagram where followers were given an insight into a patient's typical bone marrow transplant journey.



Through the patient journey series, we illustrated the cruciality of time from the initial search request for a marrow donor match, to the actual transplant. The series garnered over 2,200 reach.



Legal Advisors

Bringing in invaluable insights from their years of practicing law, our team of volunteer legal advisors plays an important role in regularly reviewing our existing collaborations with foreign registries, highlighting potential issues, and providing recommendations in both service level agreements as well as commercial contracts.

Graphic Designers

We have a team of volunteer designers who contribute their creative skills in our publicity efforts and collaterals creation.





Transporting the Gift of Life

Anxieties peaked at the announcement of Malaysia's first Movement Control Order (MCO) that would begin at midnight of March 18, 2020. Many rushed to make their way across the causeway with all the certainty that they had in the foreseeable future crushed. Among them, was one selfless individual who crossed the border to Malaysia to save a life of a stranger.

Eleanor is a volunteer courier for the BMDP for five years. She had been involved in transporting several bags of stem cells from the donors to the patients both locally and overseas.

As an experienced traveller, she knew instinctively what to prepare for the trip. She grabbed her credit cards, cash, Malaysian SIM card and passport. A WhatsApp group chat was created with herself and the BMDP staff to maintain communication. All that was left was for her good friend, Neri to pick her up.

At the checkpoint, Eleanor readied herself to battle the throngs of crowd while holding

tightly onto the bag of life-saving stem cells. The plan was to travel to the Johor Causeway to meet a Malaysian doctor and hand over the product to him, who will then deliver to Kuala Lumpur. The traffic was heavy on both sides, which delayed the journeys.

"I was lucky to get on a Blue Malaysian school bus. Seeing throngs of people with their luggages walking along the Causeway, mostly walking towards Singapore, is a sight that'll stay with me forever."

Despite the challenge, the duo finally met at 9:15pm, almost an hour past their scheduled meeting time. Fortunately, there was just enough time for Eleanor to return to Singapore right before the clock struck midnight.

"If someone is given a second chance at life and it is within my means to help, I will do everything that I can."



The view from the blue bus as Eleanor enters JB, Malaysia.



Throngs of people walking from Malaysia to Singapore



Eleanor with the volunteer doctor from Malaysia



Everyone was waiting to head back home at the Woodlands Checkpoint

Time is of essence when it comes to transplant. I knew I had to help.



For her long term service to BMDP, Eleanor received an appreciation award in 2019



Eleanor and Neri's story was featured on Zaobao and its livestream.

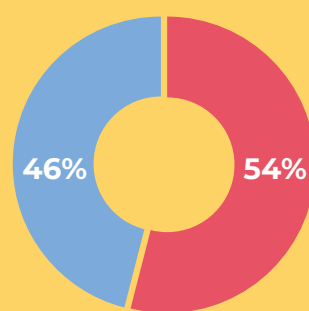


2020 IN NUMBERS

HOW WE USE OUR FUNDS

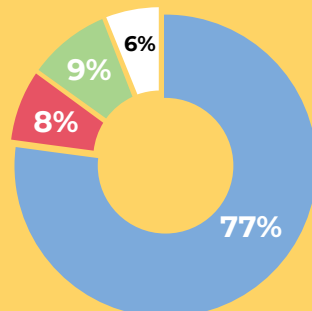
TOTAL NUMBER OF MARROW DONORS AT 2020

113,745



Gender

Female
Male



Racial Group

Chinese Indian
Malay Others

Local Requests

239

International Requests

239

Total Search Requests

478

TOTAL EXPENSES 2020

\$7.27 million

NUMBER OF BONE MARROW TRANSPLANTS

	BMDP Donor	International Donor	Cord	Total
Local TC	19	24	2	45
Malaysia TC	3	5	0	8
International TC	21	0	0	21
Total	43	29	2	74

Total VT Requests in 2020

375

Total VT Fulfilled in 2020

145

Total Work-Up Requests

60

Total Marrow Donations Facilitated

19 (local) + 24 (international)

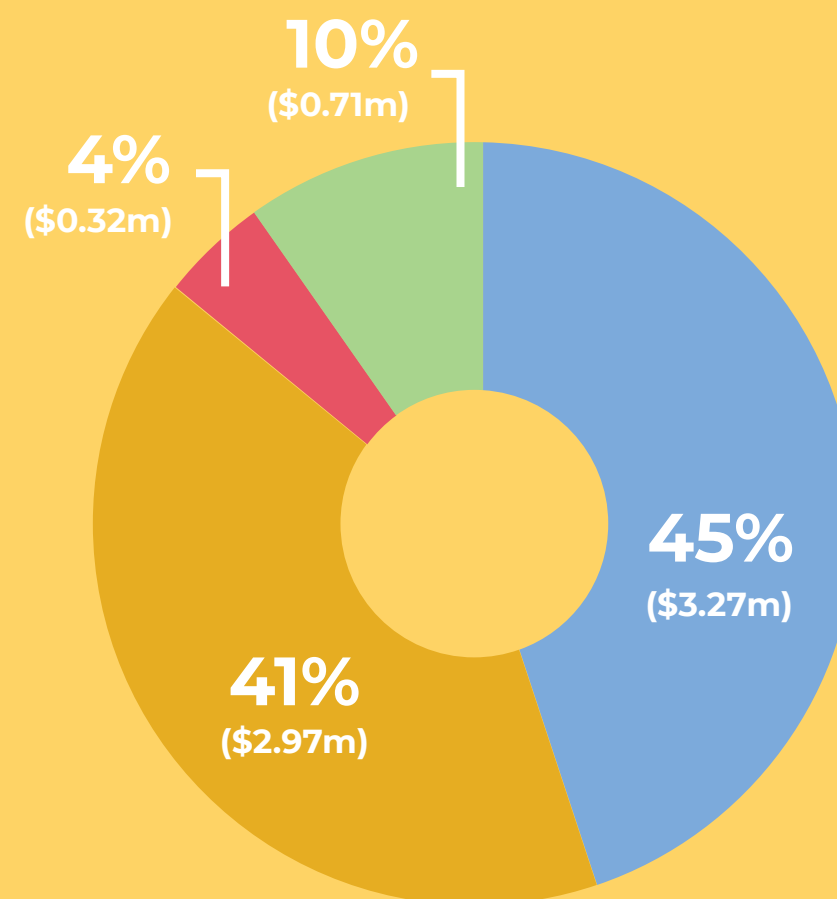
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1. "VT requested" refers to the total number of verification typing requested by both local and overseas transplant centres

2. "VT fulfilled" refers to the total number of potential donors who have successfully undergone blood draw to determine if they are the right match for the patient.

3. "Work-up" refers to the full body check-up that all marrow donors, who are identified as a match to a patient, go through.

TC: Transplant Centre, where bone marrow transplants take place for patients



Search Service and Donor Management
\$3.27 million (45%)

Donor Recruitment and Public Education
\$2.97 million (41%)

Other Operating Costs
\$0.32 million (4%)

Subsidies Disbursed
\$0.71 million (10%)



DONOR RECRUITMENT & PUBLIC EDUCATION (DRPE)

Driven by the need to get more people to sign up as a potential marrow donor, our Donor Recruitment and Public Education team builds and manages a world class marrow donor register. Our team oversees awareness, recruitment, swab processing, donor engagement, public relations, stakeholder communication and fundraising activities. The team is driven by the charity's mission of finding a donor for every patient and as a result, constantly strives to innovate and find new ways to reach out to the public.



One of the core roles of the team is to build the marrow donor register. Our team works through partnerships with educational institutions, corporate and public sector companies, religious and affiliated groups and shopping malls or through social media to promote further understanding on blood-related diseases, dispel myths, address concerns surrounding bone marrow donation and recruit marrow donors.

DONOR RECRUITMENT INITIATIVES

12

CORPORATE OUTREACH

Lunchtime Talk



60 Attendees

Livestreamed over Facebook

Grab

OTHER OUTREACH INITIATIVES

Ambassadors Core Team



5 Members

Leading the Ambassadors Programme

YOUTH OUTREACH

Swab It Right

1

Session

20

Attendees

ITE Central,
Student Council



Concert Eclipse



7

Youth Performers

45

Youth Pledgers

More than

3,000

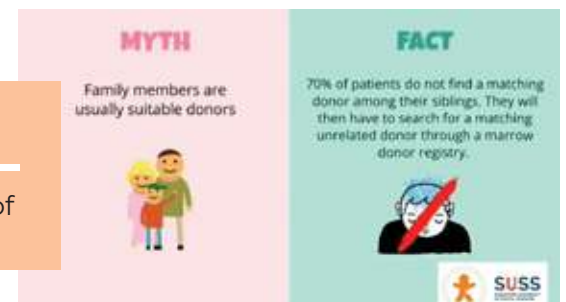
Views Online

Youth for Causes,
The Blue Moon Project

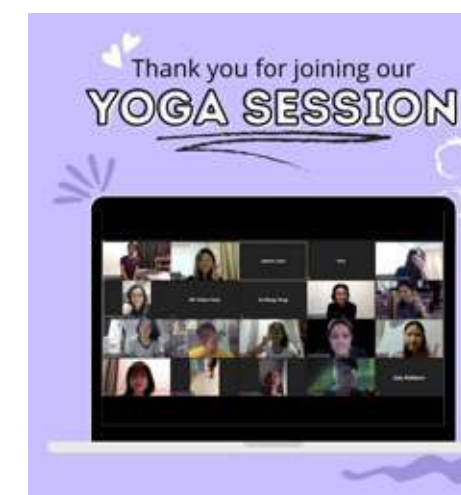
Educational Videos

Posted on Instagram

Singapore University of
Social Science



Virtual Gameshow



4

Sports Sessions

118

Attendees

28

Marrow Donor Sign-ups

Singapore Polytechnic,
School of Architecture
& the Built Environment

NEW VIDEOS



Give Them Hope

This video focuses on the needs of our beneficiaries and explains how our charity, together with our stakeholders, work together to provide hope to patients whose last chance of survival depends on a bone marrow transplant.



Donor and Parent Sharing Video

Through the story of **Asyraf and his Mum, Mdm Zuraidah**, this video highlights the importance of family support in a marrow donor's journey as well as the process of bone marrow collection method.



Donor and Spouse Sharing Video

Through the story of **Kelvin and his wife, Crystal**, this video debunks the common misconception that marrow donation affects fertility and highlights the process of the Peripheral Blood Stem Cell Collection method.

PUBLIC EDUCATION

MEDIA COVERAGE IN 2020



CNA 938

Malcolm Han, Marrow Donor



Expatriate Living Magazine

Zoe Hawkins, Marrow Donor



Channel 8 Morning Express

Kelvin Lin, Marrow Donor



The Good Catalogue

Joey Yeo, Marrow Donor



Changi Airport & SIA Aren't Idle During Covid-19, They Still Handle Vital Humanitarian & Cargo Operations

Must Share News

Stem Cell Transportation



Social Media Campaign

Humanity, kindness, love.

IN-HOUSE CAMPAIGNS



Blood Diseases Do Not Stop With COVID-19 #SGUnited



Stand in Solidarity - Save Blood Cancer Patients Today #SGUnited

FUNDRAISING EFFICIENCY RATIO

18.8%

Total Fundraising Ratio

19.3%

3rd party Fundraising Ratio

*BMDP has stopped engaging 3rd party fundraisers in February 2020.

1.2%

Internal Fundraising Ratio

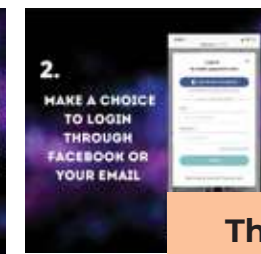
For the breakdown of various funds received, please refer to page 19 of the financial statement.

FUNDRAISING CAMPAIGNS

13

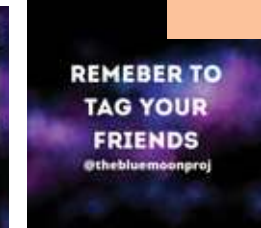
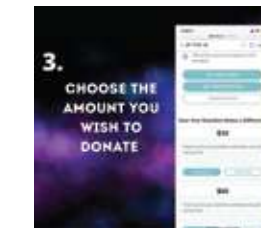
COVID-19 has forced us to go online for our fundraising efforts. In 2020, we developed a few fundraising campaigns and in total, we raised over \$50,000.

EXTERNAL CAMPAIGNS



The Blue Moon Project

Youth for Causes



Not All Heroes Wear Capes

Youth for Causes



Your Kindness is Someone's Hope!

Aarushi, Volunteer Fundraiser

SEARCH & TRANSPLANT SERVICES (STS)

Our Search & Transplant Services team (STS) facilitates the patient's transplant journey from initial search to delivering the life-saving stem cell product. The team receives incoming search requests from local hospitals and Malaysia hospitals, identifies and recommends potentially matching donors from our register and global database to the patient's transplant physician.

After the stem cells are collected, the team monitors the transport of the fresh product closely until it is delivered to the transplant centre safely.



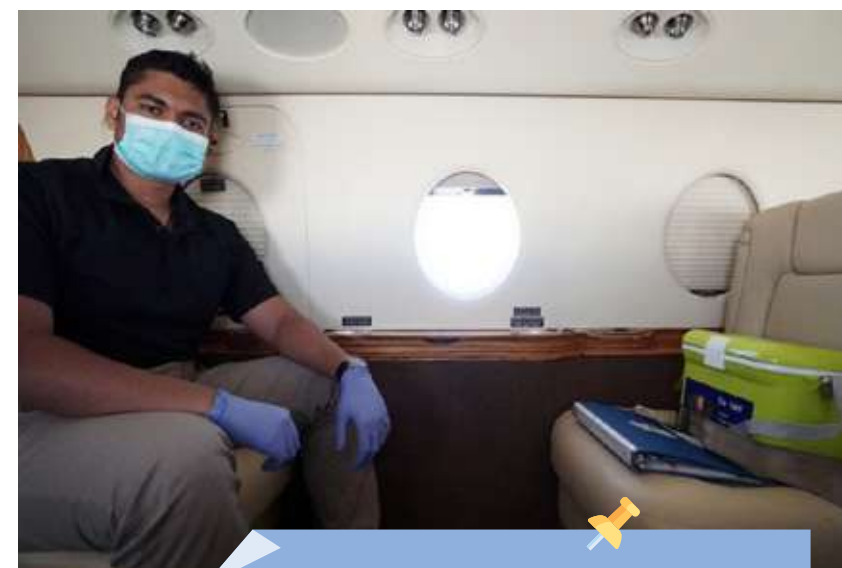
SEARCH & TRANSPLANT SERVICES

14

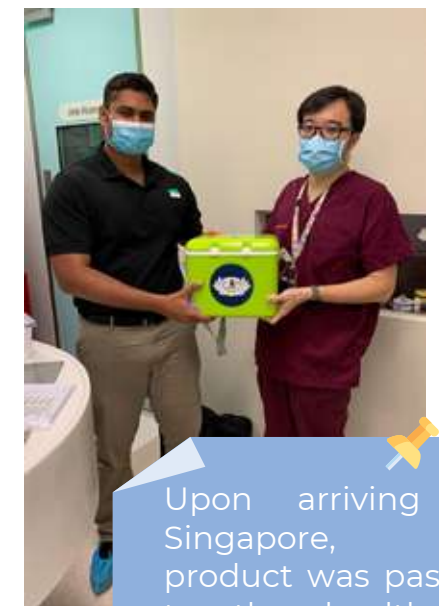
DISRUPTION TO STEM CELLS TRANSPORTATION



In April 2020, when countries were gradually closing their borders and international transportation of fresh stem cell products seemed impossible, it took all hands on deck to create that opportunity. One such case was the stem cell transportation from Hualien, Taiwan to a Singapore patient. With the cooperation of many involved, we coordinated this stem cell delivery operation with Tzu Chi Taiwan Marrow Donor Registry with the use of a medical evacuation flight.



The representative from Singapore on his way back after collecting the stem cells.



Upon arriving at Singapore, the product was passed to the healthcare personnel in charge.

CHANGING DONOR RECOMMENDATION PRIORITIES

Learning from our experience, we remained on top of the game and stayed current with the border restrictions so that we can recommend suitable donors based on the COVID-19 situation level of restrictions imposed by the country.

SEARCH & TRANSPLANT SERVICES

CRYOPRESERVATION AS AN ALTERNATE SOLUTION

To tackle the issue of travel restrictions, we began talks with various transplant hospitals to offer cryopreservation as an alternative transportation method in order to continue cross-borders stem cell collections for patients.

Cryopreservation is a technology where stem cells are frozen and stored so that it can be used at a later time. In this way, the stem cells will still remain viable despite the delay in the transportation process. It also allows unmanned transportation as they are shipped via cargo flights.



Stem cells are frozen and stored in a small vial



During transportation, the cryopreserved stem cells are kept in a dry shipper where it is charged with liquid nitrogen at -196 degree Celsius to keep the product frozen.



BREAKDOWN OF STEM CELL PRODUCT TRANSPORTATION IN 2020

29

Cryopreserved Product

21

Fresh Product

2

Cord Blood

JOURNEYING WITH THE PATIENTS, EVERY STEP OF THE WAY

Extension of Hematopoietic Progenitor Cell (HPC) Procurement Subsidy Scheme & New Patient Subsidy Fund for Matched Unrelated Donor (MUD) Transplant Patients



1 HPC PROCUREMENT SUBSIDY SCHEME

	Tier 1: Lump Sum Subsidy	Tier 2: Additional HPC Procurement Subsidy	Tier 3: Supplementary HPC Procurement Subsidy*
Singaporean			
Ward Class A	\$3,000	-	-
Ward Class B1		20% of HPC product cost	-
Ward Class B2 and C		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 C		60% of HPC product cost	Up to 100% of HPC product cost*
Foreign Spouse to Singaporean / Permanent Resident (NEW!)^			
Ward Class A	-	-	-
Ward Class B1		15% of HPC product cost	-
Ward Class B2 and C		60% of HPC product cost	-

* Subject to recommendation by an accredited Medical Social Worker.

^ Eligibility Criteria

1. Legally wedded spouse of Singaporean or PR
2. Patient must be holding a valid pass, ie. Employment Pass (EP), S Pass, Work Permit or Long-Term Visit Pass
3. The case must be recommended by an accredited Medical Social Worker
4. The BMDP will have the discretion in the administration of this fund



2 PATIENT SUBSIDY FUND

No.	Fund	Funding Quantum	Cap	Conditions
1.	Transplant-Related Cost Subsidy	Up to 50% of the total transplant cost	S\$50,000	<ul style="list-style-type: none"> The transplant-related cost subsidy does not cover GST payable.
2.	Post-Transplant Allowances	Up to S\$500/ month for a maximum of 12 months	S\$6,000	<ul style="list-style-type: none"> Allowance shall cease if patient is deceased or resumes employment. Patients who are on other subsistence allowance schemes will not be eligible. The subsidy will be paid out on in 2 tranches (6 months) after a mid-term reassessment is done.

Eligibility Criteria

1. Patient must be a Singaporean or a Singapore Permanent Resident
2. Patient must be a holder of the CHAS card (Orange or Blue) or a Medifund Case
3. Recommendation for subsidy must be made by an accredited Medical Social Worker
4. The BMDP will have the discretion in the administration of this fund



The Bone Marrow Donor Programme

8 Sinaran Drive, #03-02 Novena Specialist Center, Singapore 307470
Tel: (65) 6916 0370 Fax: (65) 6916 0371

DONOR MANAGEMENT (DM)

The team supports marrow donors throughout their donation journey from pre-donation, donation to post-donation follow-up.

Once a donor is identified as a potential match, the team walks through the donation process with the donor and the family members through an information session, where all their questions and concerns will be addressed. Before the actual donation, the team will guide the donor through the medical assessment by a qualified doctor to ensure that he/she is fit and healthy to donate. The team also accompanies the donor during the donation to ensure a smooth and pleasant experience.

After the donation, the team arranges for regular medical follow-ups for the first 12 months to ensure donor safety.



DONOR MANAGEMENT

16

DIGITAL INTERACTIONS WITH POTENTIAL MARROW DONORS

Potential donors were able to receive details about matches through our verified over-the-phone Info Sessions, kick-started since April 2020. These sessions conveyed information crucial to the attention of potential donors and were more convenient for both donors and staff by saving time. To ensure utmost safety, donors were required to undergo a COVID-19 swab test and fill up a declaration form to declare their health status.



ARE YOU A SCAM?

Initially, there were some doubts by donors due to the number of rising scam calls in Singapore. In anticipation, a letter formally authenticated by the CEO of BMDP was shared with donors to eliminate dubiety. This letter alleviated the concerns donors had, and proved the Info sessions to be trustworthy.

DONATION BREAKDOWN (IN NUMBERS)

38

Peripheral Blood
Stem Cell Collection

5

Bone Marrow
Collection

CORPORATE SERVICES

The Corporate Services is our backroom engine. The team is responsible for the administration and back office operations of BMDP such as finance, people management, IT services. It has the critical task of ensuring that as a charity, BMDP adheres to the required quality, compliance and governance standards.

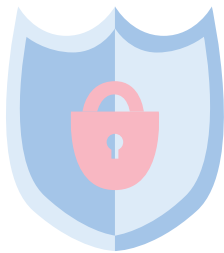


Specialising in their different areas – Finance, HR, IT, Quality & Governance and Procurement, Corporate Services is dedicated to implement the best practices to enhance BMDP from within. BMDP holds compliance and accountability in high regard, hence our daily work is governed by the World Marrow Donor Association’s (WMDA) quality standards, as well as the regulations under the National Council of Social Services (NCSS) and the Commissioner of Charities (COC).

GOING DIGITAL



Finance
We started issuing electronic tax-deductable receipts (sent via email) to offer better convenience to our donors and make a positive impact to the environment.



Data Security
For a more secure IT environment, BMDP operates in a VDI environment. Multi-factor Authentication is deployed to access and store data.



Revamped Website
Our website (bmdp.org) went through a major overhaul and have undergone re-design of every web page to bring in a more intuitive design and to provide a better user experience. Our website is now hosted with a major public cloud provider for a stable and reliable platform.

PEOPLE @ BMDP

BMDP staffs are the vanguards of BMDP’s Mission and as a team, we bring together an ecosystem of various stakeholders to engineer a successful bone marrow transplant for patients.

PEOPLE DEVELOPMENT

1082

Total Training Hours

32

Staff Strength

5

Inter Team Projects

97

Professional Courses and Conferences

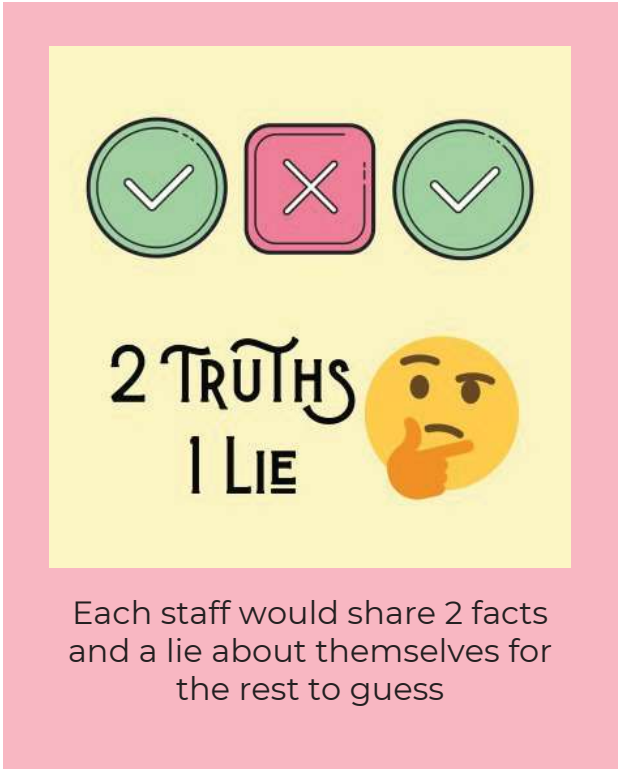
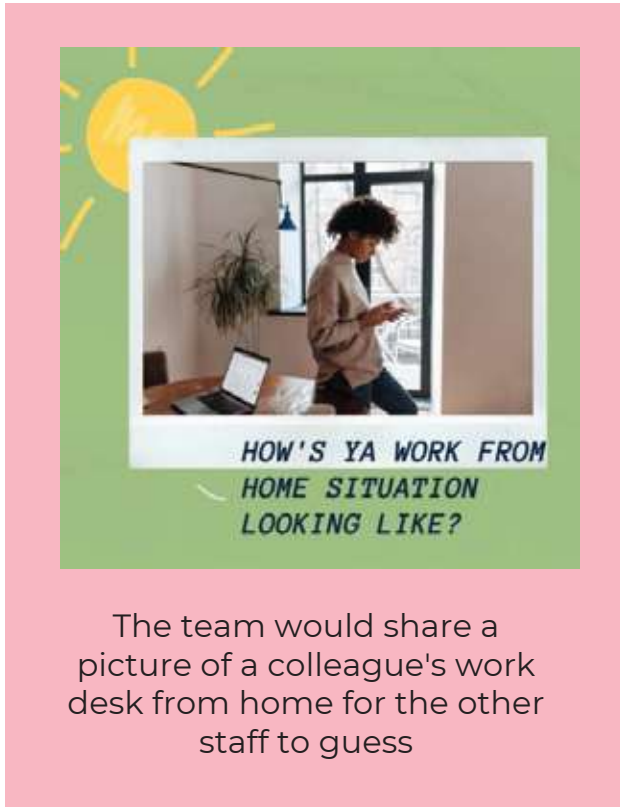
HUDDLE TOGETHER

The Huddle Team is a cross-team collaboration to promote team bonding and a positive work culture in BMDP. The team plans and organises fun activities through the year, celebrating the diverse racial celebrations and blending play into the workplace.



HUDDLE DAILY CHALLENGES

When most of the staff were working from home, we introduced a series of mini engagement activities to keep the team closer together virtually. This was mostly done through WhatsApp.



13 Total Huddle Activities

MATCH FOR LIFE 2020

Despite the social restrictions triggered from the threats of COVID-19, our efforts to heighten awareness on blood-related diseases and the importance of signing up as a marrow donor through BMDP's flagship event, Match for Life, continued into 2020.

Themed "It takes a village to save a life", Match for Life 2020 took the virtual route and organised a series of free online activities for members of the public to participate in. The virtual event was spread across 3 weeks from September to October and concluded with a Thank You video dedicated to all frontliners for their hard work.



To conclude the virtual events and in recognition of World Marrow Donor Day, a 10Q (a word play on thank you) video featuring our Patron Minister K. Shanmugam was released on 10/10/2020 – an ideal date to symbolise the perfect match between a donor and a patient.



Together with our fitness partners, we offered diverse workouts which attracted nearly 200 people from all walks of life. With members of the public coming together to get fit together, it embodies the importance of uniting for the greater good.



We also organised a webinar series called 'Marrow 101' where we invited 15 professionals as guest speakers across 5 sessions. From expert haematologists to first-hand accounts from patients and volunteers, over 100 attendees gleaned an in-depth understanding of blood-related diseases, and the realities faced by frontliners of the tedious battle. In a 'cheeky' turn of events, a live cheek swab demonstration was also carried out with members of the public!

Attractive GIPHY stickers conceptualised by our volunteer Designer, Danielle Ng, and Intern, Joey Ong, were well-received on Instagram, expanding our efforts to raise awareness for this cause. Find it on Instagram story when you search "BMDP" under GIPHY.



STAKEHOLDER COMMUNICATIONS

For our marrow donors, financial donors and everyone who has invested time and effort in BMDP’s mission, it is important that we keep them up on speed with BMDP’s latest updates and activities. As such, we developed a targeted engagement strategy so that we maintain a communication channel with various stakeholders.

Number of Issues

32

Number of People

6

Target Audience: 17 year olds

Objective: Educate the students on bone marrow so that they will be more inclined to join the register when they turn 18 years old.

Target Audience: Transplant physician, coordinators and medical social workers

Objective: Share BMDP’s operational changes to the search process.

Number of Issues

3

Number of People

63



Number of Issues

4

Number of People

14,000

Target Audience: Financial donors

Objective: Informs financial donors on BMDP’s activities such as Match for Life and our fundraising initiatives, and sends festive greetings and birthday wishes to donors.

Target Audience: New marrow donors who just joined the marrow register

Objective: Educate and reinforce the commitment of potential marrow donors on our database.

Number of Issues

5

Number of People

70,000*

*As this was the first year, it was circulated to the whole BMDP database which has more than 70,000 recipients.

Number of Issues

3

Number of People

100

Target Audience: Ambassadors and Volunteers

Objective: Updates ambassadors and volunteers on the latest changes to recruitment policies, further educate on blood-related diseases to equip ambassadors with deeper knowledge on this topic.

2020 INITIATIVES

To facilitate change that will improve the efficacy of BMDP's efforts, **three initiatives** were conducted in 2020.

1 DONOR DROPOUT ANALYSIS

Donor who drops out after being identified as a potential match can have a devastating effect on the patient.

Therefore, we keep a close watch on the dropout rate and constantly strive to keep it low. In 2020, the top 3 reasons for donor drop out were:

FAMILY OBJECTION



on bone marrow donation when joining the register

due to change in health, life circumstances or priorities since joining the register

3 PROBABILITY OF A MATCHING DONOR

We reconducted the 2017's ethnicity study of finding out the probability of a local patient in Singapore finding a local donor using the BMDP register. This study was based on ethnicity because matches usually happen when the donor and the patient are from the same racial group. Being in the same racial group, they tend to share similar DNA strands, therefore higher chance of matching. The results were conclusively similar to the 2017's study, which was 40% for Chinese patients, 20% for Malay patients and 2% for Indian patients.



2021 & BEYOND

MOVING INTO DIGITAL SPACE

- Majority of the recruitment efforts will be conducted online while we explore new ways to create a physical presence focused on public education
- We will enter the next phase of website revamp to improve user experience

HYBRID WORK MODEL

- We will be exploring Cloud PBX and softphones to ensure critical phone calls are routed correctly and answered with ease by staff working from office or home.
- We will continue the split team arrangement and practice safe management measures in the continued fight against COVID-19.

BUILDING TRUST AND MAINTAINING QUALITY

Institutions of Public Character (IPCs)

- BMDP is currently at Advanced Tier under the Tiered Guidelines as stipulated by the Code of Governance. We will maintain and renew this status in 2021.

WMDA Accreditation

- World Marrow Donor Association (WMDA) Standards and Accreditation are aimed at promoting harmony between worldwide stem cell donor registries and encourage uniformity of practice based on WMDA standards.
- BMDP strives to achieve WMDA accreditation through the adoption of and adherence to WMDA standards. These standards promote the quality of procedures, the appropriate quality and quantity of Haematopoietic Stem Cells (HPC) of an unrelated donor suitable for engrafting a patient while protecting the anonymity, health and well-being of the volunteer donor.

Personal Data Protection Act (PDPA)

- BMDP has implemented the Data Protection Management Programme (DPMP) and the PDPA framework. We will continue to observe any changes in the Act and implement them accordingly.

GREATER VOLUNTEER INTEGRATION

Expanding Volunteer Opportunities

- Volunteers will be playing a part in providing a positive donation experience for the donors and their family members by ensuring that their donation proceeds smoothly.
- Volunteers will have opportunities to interact with patients through providing care and support for patients.

Empowering Volunteers

- Volunteers will have the opportunities to take on leadership roles and spearhead some of BMDP's projects such as research, donor recruitment and fund raising.



HOW YOU CAN HELP

At BMDP, there are many opportunities available for you to make a difference. Here are some ways that you can contribute.

REGISTER AS A BONE MARROW DONOR

Growing the register is at the heart of what we do. The more people on the register, the higher the chance of finding a donor for every patient. Sign up as a potential marrow donor through our website: www.bmdp.org and we will mail a swab kit to you.

If you're already a donor – thank you very much! The next step is to wait for the magical phone call from us! When you do, we hope you'll stay committed and agree to the call for saving lives.



CONTRIBUTE FINANCIALLY TO BMDP

It costs \$180 to add one marrow donor on the register. Support our life-saving cause by making regular or one time contributions to the BMDP on Giving.sg!



VOLUNTEER WITH US

Patient Support Group: Join the Search & Transplant Services Team to provide care and physical support to patients and their family members.

Donor Support Group: Join the Donor Management Team in creating a positive donation experience for the donors and their family members. You will also witness first-hand the marrow donation process.

Ambassadors Programme: You will be empowered to run your own awareness and recruitment initiatives within your social network, company and community.

Youth Advocate: If you're a tertiary student, you can form a team of 3 or more people and with guidance from us, plan and execute a project with the objective of raising awareness!

Corporate Partnership: If you're currently working, you could introduce us to your HR or CSR team for us to hold awareness sessions on marrow donation for your colleagues.

Volunteer Fundraisers: Use your skills and creative ideas for a good cause! BMDP welcomes self initiated fundraising projects. Tell us your idea and we can work together to make it a meaningful campaign.



Whether you choose to help in large or little ways, every bit counts in aiding us in our mission to find bone marrow transplant matches for all patients in need of them. After all, the greatest strength of humanity is our ability to collaborate and weather storms together.

THE BOARD

MEMBERS OF THE BOARD



1. Dr Lim Zi-Yi / Joined June 2014

President, Appointed May 2018
Chair, Medical and Nomination Sub-Committee,
Member, Donor Recruitment & Public Education
and Finance Sub-Committee

Dr Lim Zi-Yi is a senior consultant haematologist in private practice. Drawing on his experience working with donor registers in the UK and Europe, Dr Lim is passionate about promoting the education of blood disorders and supporting the needs of patients and families affected by blood cancer.



4. David Wong / Joined August 2017

Honorary Treasurer, Appointed May 2020
Chair, Finance Sub-Committee

David, a chartered accountant, is the Chairman of Republic Polytechnic and is also a member of the Charity Council. He is an independent director of the PNG Sustainable Development Programme, PEC Ltd, and BCS PL. He was previously the Chairman of the Methodist Welfare Services and the President of the YMCA of Singapore.



2. Abhijit Raha / Joined April 2016

Vice President, Appointed May 2018
Member, Audit & Governance, Finance and
Nomination Sub-Committee

Abhijit Raha has been a career banker with over 35 years of experience in South and South East Asia having worked for globally renowned institutions such as ANZ, Bank of America, CLSA and BNP Paribas. Until recently he was the CEO for BNP Paribas Securities Pte Ltd in Singapore responsible for the ASEAN region. Abhijit's areas of expertise span Investment Banking, Equities and Foreign Exchange trading. He brings his managerial experience and financial background to help oversee the affairs of the charity in his capacity as Vice President, and formerly the Honorary Treasurer.



5. Peh Wee Leng / Joined May 2016

Honorary Secretary, Appointed April 2017
Chair, Donor Recruitment & Public Education
Sub-Committee

Wee Leng is currently the Director for the School of Electronics and Info-Comm Technology with ITE College East. Having been an educator for more than two decades, Wee Leng has been in service with ITE since 2005 prior to which he was with Temasek Polytechnic back in 1999. Passionate about volleyball and sports, Wee Leng served as the Assistant Secretary General for VAS - Volleyball Association of Singapore, a local NSA (National Sports Council).



3. Steven Yeo / Joined Aug 2017

Vice President, Appointed May 2018
Chair, Human Resource Sub-Committee
Member, Audit & Governance and Nomination Sub-Committee

Steven has significant international business and management experience at both large multinational corporations as well as global non-profit organizations. Steven was previously the Vice President and Executive Director at HIMSS, Asia Pacific and Middle East and regional Director for Intel Corporation in Asia. He is also the Vice President at the National University Business School Alumni Board of Directors.



6. Dr Michelle Poon / Joined May 2018

Member, Donor Recruitment & Public Education
and Medical Sub-Committee

A senior consultant at the NUH Department of Haematology Oncology and assistant professor with the Department of Medicine at Yong Loo Lin School of Medicine, Dr Poon has a special interest in lymphoproliferative disorders and hematopoietic stem cell transplantation.



7. Dr Grace Benjamin Moshi / Joined May 2018

Member, Donor Recruitment & Public Education and Medical Sub-Committee

Dr Grace Moshi MD FRCPA is a Senior Consultant Haematologist Department of Pathology and Laboratory Medicine in Haematology and Blood Banking, at the KK Women's and Children's Hospital Singapore. Contemporaneously, she is a Visiting Senior Consultant Haematologist in the division of Clinical Services and Transplant Support Services at the Blood Services Group, Health Sciences Authority (HSA), Singapore and also holds the academic position of Clinical Assistant Professor at the Duke-NUS Graduate Medical School, Singapore. Dr Moshi is also sought on many local and international committees, and is currently serving on the RCPA Advisory Committee as a Board member in Haematology, with the Royal Australasian College of Pathologists (RCPA), on matters of haematology post graduate training and professional standards for fellows.



10. Tham Chee Soon / Joined May 2018

Chair, Audit and Governance Sub-Committee

Chee Soon founded iCFO Advisors after retiring in June 2018 from a Big 4 accounting firm. He is a Fellow at the Institute of Singapore Chartered Accountants (ISCA), a member of the American Institute of Certified Public Accountants, a member of CPA Australia and a CFA charterholder. He is an independent director for a listed company and chairs its Audit Committee. Chee Soon is a member of ISCA's Investigation & Disciplinary Panel and a director at two other not-for-profit organisations.



8. Joon Tan / Joined May 2020

Member, Human Resource Sub-Committee

Joon is the VP of Talent and Learning for the International Territories at Schneider Electric. She leads the talent & learning agenda for 5 geographies spanning across South America, Middle East & Africa, India, East Asia, Japan and Pacific and has more than 25 years of HR experience across diverse industries in high tech, manufacturing, services and consulting. Prior to Schneider Electric, Joon was a partner and the Global High Tech Industry Lead at Mercer. Joon started her career in social services but soon found her calling in HR management working with United Airlines, Intel and Dell prior to Mercer.



11. Kristy Tan / Joined May 2018

Member, Audit & Governance Sub-Committee

Kristy is a qualified lawyer. She was in private practice as a Partner in a leading Singapore law firm and is now with the Attorney-General's Chambers.



9. Stuart Mclelland / Joined October 2020

Member, Donor Recruitment & Public Education and Human Resource Sub-Committee

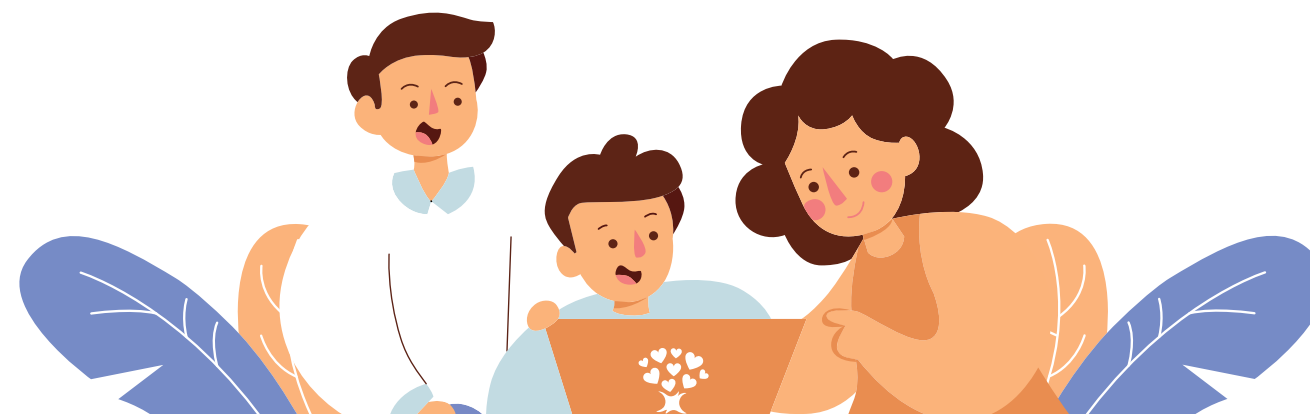
Stuart spent over 15 years working in engineering, energy and property related businesses. Driven by a desire to do something more meaningful, he set up Rapzo Capital as a family-funded investment company with one goal – to identify and curate new ideas that can deliver positive change and social impact. A committed volunteer, Stuart actively supports several local non-profit organisations using his network to help raise funds and his professional background to support business development and operations. Stuart holds a Master's in Economics from the University of Edinburgh.



12. Heinrich Schindele / Joined June 2013

Member, Finance Sub-Committee

Having retired from a career in banking, Henry is drawing on his experience in financial services to guide BMDP. He first volunteered as an international courier.



THE BOARD

BOARD MEETINGS & SUB-COMMITTEE MEETINGS

Board Members	Number of Meetings	Attendance	Remarks
Dr Lim Zi-Yi, President	4	4	
Abhijit Raha, Vice President	4	4	
Steven Yeo, Vice President	4	4	
David Wong, Honorary Treasurer	4	4	
Peh Wee Leng, Honorary Secretary	4	2	
Heinrich Schindele	4	4	
Tham Chee Soon	4	4	
Dr Michelle Poon	4	4	
Kristy Tan	4	3	
Dr Grace Moshi	4	3	
Joon Tan	3	1	Appointed 27 May 2020
Stuart McLelland	1	1	Appointed 1 October 2020
Anish Lalchandani	2	1	Stepped down 27 May 2020
Dr Yvonne Loh	2	0	Stepped down 27 May 2020
Eunice Toh	2	0	Stepped down 27 May 2020

Executive Committee Members	Number of Meetings	Attendance	Remarks
Dr Lim Zi-Yi, President	3	3	
Abhijit Raha, Vice President	3	3	
Steven Yeo, Vice President	3	3	
David Wong, Honorary Treasurer	2	2	Appointed 27 May 2020
Peh Wee Leng, Honorary Treasurer	3	3	

Audit & Governance Sub-Committee	Number of Meetings	Attendance	Remarks
Tham Chee Soon, Chairperson	4	4	
Abhijit Raha	3	3	Appointed 27 May 2020
Steven Yeo	4	4	
Kristy Tan	4	1	
David Wong	1	1	Stepped down as Chair from 27 May 2020
Eunice Toh	1	0	Stepped down 27 May 2020

Donor Recruitment & Public Education Sub-Committee	Number of Meetings	Attendance	Remarks
Peh Wee Leng, Chairperson	3	3	
Dr Lim Zi-Yi	3	2	
Stuart McLelland	3	3	
Dr Michelle Poon	3	2	
Dr Grace Moshi	2	2	Appointed 27 May 2020

Finance Sub-Committee	Number of Meetings	Attendance	Remarks
David Wong, Chairperson	4	4	
Dr Lim Zi-Yi	4	3	
Heinrich Schindele	4	4	
Abhijit Raha	4	4	
Stephen Loh	2	2	Appointed 27 May 2020
Eunice Toh	2	0	Stepped down 27 May 2020

THE BOARD

BOARD MEETINGS & SUB-COMMITTEE MEETINGS

Human Resource Sub-Committee	Number of Meetings	Attendance	Remarks
Steven Yeo, Chairperson	3	3	
Joon Tan	3	2	
Stuart McLelland	3	3	
Anish Lalchandani	1	1	Stepped down 27 May 2020

Medical Sub-Committee	Number of Meetings	Attendance	Remarks
Dr Lim Zi-Yi, Chairperson	3	3	
Dr Michelle Poon	3	2	
Dr Grace Moshi	3	2	
Dr Francesca Lim	2	1	Appointed 27 May 2020
Dr Colin Phipps	3	2	
Dr Frances Yeap	3	2	
Dr Yvonne Loh	1	0	Stepped down 27 May 2020



BOARD GOVERNANCE

- The board members’ re-nomination and reappointment process policy for board selection and recruitment are expressly stated in the Constitution as such:

The administration of the Charity is entrusted to the Board that comprises of not less than 10 Society Members and not more than 15 Society Members, elected from the Society Members at alternate Annual General Meeting.

The names of the offices are proposed and seconded at alternate Annual General Meetings and election will follow on a simple majority vote of the Society Members. The term of office of the Board is two (2) years (each, a “Term”). The Honorary Treasurer shall not hold his/her post for more than two (2) consecutive Terms, after which he/she shall step down for at least two (2) years before his/her re-election to the same post may be considered.

In the event of any vacancies occurring within the Board before the Annual General Meeting, the Board may at its discretion and at any time co-opt any person, up to four (4) persons (“Co-opted Persons”), to its Board as Board Members and/or to assume the office of a Board Member that has become vacant until the next election at the alternate Annual General Meeting, whereupon such Co-Opted Persons shall be eligible for reappointment.
- The Board conducts an annual board evaluation exercise. Individual members will complete a survey and the Board will meet to review the results and work out plans to further enhance the Board’s effectiveness.
- No board member has served on the board for more than 10 consecutive years.



MANAGEMENT TEAM



TERMS OF REFERENCE

EXECUTIVE COMMITTEE

The Exco facilitates the formulation of the strategic directions and plans for BMDP. It supports the CEO in identifying trends, new developments and areas of concern which might impact the mission and operations of BMDP, and formulating proposals and plans for the Board's deliberation.

COMPOSITION

Chair

- President

Members

- Vice-Presidents
- Honorary Secretary
- Honorary Treasurer

ROLES AND RESPONSIBILITIES

- To meet at least twice yearly
- To conduct half yearly and annual review of BMDP's plans with the CEO
- To provide inputs for the formulation of the following year's plans and budget
- To identify topics for Board's deliberation at its strategic workshops and/or Board meetings.

AUDIT & GOVERNANCE SUB-COMMITTEE

28

The Audit & Governance Sub-Committee performs its audit and governance responsibilities for the Charity's accounting, financial reporting and disclosure as well as ensuring regulatory compliance and effective risk management.

COMPOSITION

Chair

- Shall be a Board member
- The Honorary Treasurer shall not chair the Audit & Governance Sub-Committee concurrently
- Preferably with relevant finance/accountancy/audit qualification and/or experience.

At least 2 members

- May or may not be Board 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 RESPONSIBILITIES

- To meet at least twice yearly
- To oversee the regulatory compliance, corporate governance, internal control and disclosure process, financial reporting and monitor the choice of accounting policies and principles
- Audit Activities
 - 1) To review and recommend the appointment of external and internal auditor for the Board's decision, and ensure that such appointments are in compliance with the relevant regulations and approved by the Sector Administrator
 - 2) To approve external and internal audit's strategy, plan and monitor performance.
 - 3) To review internal and external audit report and the main issues arising, and consider the effectiveness of the actions taken by management on the auditors' recommendations and report to the Board on the findings and recommendations for improvements
- Regulatory
 - 1) To maintain an overview of the Constitution and to make any recommendations to the Board as appropriate.
 - 2) To ensure that the BMDP has a risk management/business continuity plan in place and to report to the Board of any irregularities and concerns.
 - 3) To monitor the BMDP policies on whistle blowing and the complaint processes.
 - 4) To oversee corporate governance across the BMDP and to review the Governance Evaluation Checklist in an annual basis to ensure compliance.
 - 5) To evaluate the framework and processes concerned with managing the overall direction, effectiveness, supervision and accountability of the BMDP, to ensure sound governance is established with best practice.
- Accounts
 - 1) To review and accept the draft audited financial statements of BMDP. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Board.
 - 2) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
 - 3) To review the financial statements, external auditor's opinion and reports to members, and monitor management action in response to the issues raised by external audit.

DONOR RECRUITMENT AND PUBLIC EDUCATION SUB-COMMITTEE

The Donor Recruitment and Public Education Sub-Committee oversees the strategies and plans for marrow donor recruitment and raising public awareness of BMDP and its mission.

COMPOSITION

Chair

- Shall be a Board member

At least 2 members

- May or may not be Board members
- May or may not be a BMDP member

ROLES AND RESPONSIBILITIES

- 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 marrow donors
- To review and provide counsel on on-going communications programme to maintain contact with the BMDP's donor database
- To review and advise on BMDP's flagship event (Match For Life), appreciation events & other ad-hoc events held in support of the cause.
- To advise on public and media relations

MEDICAL SUB-COMMITTEE

The Medical Sub-Committee provides medical advice to BMDP on patient and donor care.

COMPOSITION

Chair

- Shall be a Board member
- Preferably a practising medical professional or with relevant professional experience

At least 2 members

- May or may not be Board members
- Preferably includes representatives from transplant hospitals

ROLES AND RESPONSIBILITIES

- To meet bi-annually
- To act on a rotational basis to advise staff on day-to-day donors / patients' medical queries
- To be active in the local and international community in the fields of stem cell therapy and transplantation to advise on future directions and roles of the BMDP
- Support learning culture within BMDP by participating in education talks with BMDP staff

Additional Responsibilities of the Chair:

- Provide medical advice on policies and procedures
- Review and approve Donor Management policy manual

NOMINATION SUB-COMMITTEE

The Nomination Sub-Committee assists in fulfilling the Board's responsibilities of nominating Board members for elections and in succession planning.

COMPOSITION

Chair

- Shall be a Board member
- Ideally the President or Vice President

At least 2 members

- May or may not be Board members
- May or may not be a BMDP member

ROLES AND RESPONSIBILITIES

- To meet at least twice yearly
- To review the composition of the Board annually to ensure that the Board has the appropriate balance of expertise, skills, and attributes to function effectively
- To propose plans for succession planning for the Board as well as the CEO
- To identify potential Board Member candidates and explores their interest and availability for service at both the Board and Sub-Committee level
- To participate in the orientation of new Board members
- To review and recommend processes and/or tools for evaluating the performance of the Board and Sub-Committee

HUMAN RESOURCE SUB-COMMITTEE

The Human Resource Sub-Committee oversees and reviews BMDP's human resource and volunteer management policies on but not limited to, recruitment, compensation and benefits, and training and development, and make appropriate recommendations.

COMPOSITION

Chair

- Shall be a Board member

At least 2 members

- May or may not be Board members
- At least one should ideally have the relevant HR qualifications and/or experience

ROLES AND RESPONSIBILITIES

- To meet at least twice yearly
- To ensure the Human Resource policies are fair and adequate to facilitate the retention and recruitment of staff, as well as ensure compliance with the Employment Act
- To advise Management on best practices in organisation development, performance management, training and development, employee engagement, compensation and benefits, as well as the overall management of Volunteers
- To review the recommendation of staff promotions, salary increments/adjustments and bonuses for Board's approval

The Finance Sub-Committee oversees the annual operating budget, financial performance and investment on behalf of The Board of BMDP

COMPOSITION

Chair

- Hon Treasurer

At least 2 members

- One of which is to be a Board member

ROLES AND RESPONSIBILITIES

- To meet at least twice yearly
- To ensure adherence to Singapore Financial Reporting Standards (SFRS), Charities Act and IPC requirements.
- Financial Sustainability
 - 1) To help identify opportunities to sustain revenue streams, including donations, grants, service fees and investment income.
 - 2) To oversee financial risks faced and propose strategies to help achieve the charity's vision.
 - 3) To review the reserves policy to ensure its adherence to BMDP's objectives.
- Internal Controls
 - 1) To review the financial and procurement policies of BMDP and recommend it to the Board for approval.
 - 2) To review the Financial Limits of Approval and Delegation of Authority Policy of BMDP and recommend it to the Board for approval
 - 3) To ensure internal controls remain effective through the regular review of business processes.
- Planning – Budget
 - 1) To perform an annual review of a 3-year financial forecast that takes into account key risks affecting BMDP's future sustainability.
 - 2) To review the annual operating and CAPEX budgets and recommend them to the Board for approval.
 - 3) To review quarterly performance reports and related analysis against budgets.
 - 4) To review the draft annual financial statement and recommend it to the Board for approval.
- Banks, Investments and Funds
 - 1) To approve bank mandates and investments.
 - 2) To review investment strategies and regulate bank concentration ratios.
 - 3) To review the returns, interest rates and exchange rates of banking facilities, investments and funds.
 - 4) To ensure that any restricted funds, endowment funds and designated funds are properly managed.
- Contracts and Agreements
 - 1) To approve and authorise financial commitments for significant contracts, service providers and grant agreements, in accordance with the Delegation of Authority Policy.



GOVERNANCE

POLICIES DECLARATION

CONFLICT OF INTEREST

- Board members do not receive remuneration
- Staff are not involved in setting their own remuneration

Policy for managing conflict of interest

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 conflict 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 conflict of interest.

HUMAN RESOURCE MANAGEMENT

Staff Remuneration

The charity has three staff receiving remuneration that exceeds \$100,000, as shown in the table below, in incremental bands of \$100,000.

Remuneration	No. of Staff (2020)
\$100,000 - \$200,000	2
\$200,001 - \$250,000	1

There are no paid staff(s) who are close members of the family of the executive head or board members, and whose remuneration each exceeds \$50,000 during the year

Whistle-blowing policy

The charity has a whistle blowing policy.

Volunteer Management Policies

The charity has put in place volunteer management policies in the following areas:

- Recruitment and Onboarding Policy
- Training & Development
- Compensation
- Off-boarding
- Personal Data Protection Policy
- Conflict of Interest
- Code of Conduct
- Grievance

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

Documented procedures are in place for financial matters in key areas:

- Procurement procedures and controls
- Receipting, payment procedures and controls
- System for the delegation of authority and limits of approval
- Fixed Assets
- Reserves and Investments
- Grant Management
- Costing and Pricing / Fee Schedule
- Anti-Money Laundering/ Terrorist Funding
- Patient Subsidy

Reserves Position & 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.

For the level of the reserves, please go to page 26 of the financial statement.

The Reserves Ratio for the charity in 2020 is 8.5.

Designated Funds

The designated fund is reserved for the disbursement of patient subsidies.

For the level of the designated fund, please go to page 24 of the financial statement.

Restricted Funds

According to page 7 of the financial statement, the charity does not have any restricted funds and/or endowment funds.

CODE OF GOVERNANCE

S/N	Code guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	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 Board 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 board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	-
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	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			

S/N	Code guideline	Code ID	Response
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	2.2	-
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	-
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied

S/N	Code guideline	Code ID	Response
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 board 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 board 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 board member of a charity —

- (a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head’s or governing board member’s spouse.

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





BMDP

Bone Marrow Donor
Programme

THE BONE MARROW DONOR PROGRAMME

(UEN No: S93SS0141J)

Statement by the Board and Financial Statements

Year Ended 31 December 2020

RSM Chio Lim LLP

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

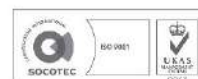
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Audit@RSMSingapore.sg
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UEN: T09LL00081

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Business Advisors to Growing Businesses



THE BONE MARROW DONOR PROGRAMME

Statement by the Board and Financial Statements

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THE BONE MARROW DONOR PROGRAMME

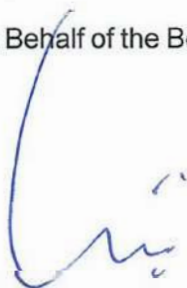
Statement by the Board

In the opinion of the Board,

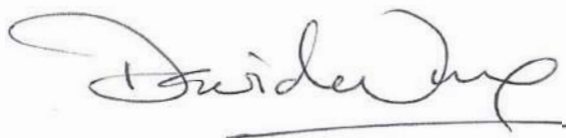
- (a) the accompanying financial statements are drawn up in accordance with the Societies Act, Chapter 311 (the "Societies Act") and the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations), and the Singapore Financial Reporting Standards (SFRS), so as to present fairly, in all material respects, the state of affairs of The Bone Marrow Donor Programme (the "Society") as at 31 December 2020 and the results, changes in funds and cashflows 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 Board approved and authorised these financial statements for issue.

On Behalf of the Board,



.....
Dr Lim Ziyi
President



.....
David Wong
Honorary Treasurer

10 June 2021

RSM Chio Lim LLP

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Wilkie Edge, Singapore 228095

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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 2020, 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 2020 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 Board 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

– 2 –

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

– 3 –

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 Board 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

10 June 2021

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 2020

		<u>2020</u>			<u>2019</u>		
		Unrestricted funds			Unrestricted funds		Restricted funds
	Note	General Fund	Needy Patient Fund	Total funds	General Fund	Needy Patient Fund	Fidelity UK Foundation
		\$	\$	\$	\$	\$	\$
Incoming Resources:							
Fund-raising activities	4	8,276,453	–	8,276,453	9,604,454	–	–
Charitable activities	5	4,457,438	–	4,457,438	3,836,142	–	–
Other income	6	1,093,859	–	1,093,859	649,575	–	–
Total incoming resources		<u>13,827,750</u>	<u>–</u>	<u>13,827,750</u>	<u>14,090,171</u>	<u>–</u>	<u>–</u>
Resources Expended:							
Fund-raising activities	4	1,562,191	–	1,562,191	2,122,011	–	–
Charitable activities	5	4,944,238	708,979	5,653,217	5,519,536	948,832	56,700
Governance costs	7	53,174	–	53,174	80,835	–	–
Total resources expended		<u>6,559,603</u>	<u>708,979</u>	<u>7,268,582</u>	<u>7,722,382</u>	<u>948,832</u>	<u>56,700</u>
Surplus for the year		<u>7,268,147</u>	<u>(708,979)</u>	<u>6,559,168</u>	<u>6,367,789</u>	<u>(948,832)</u>	<u>(56,700)</u>
Reconciliation of funds:							
Fund transfer		–	–	–	(2,671,772)	2,671,772	–
Total funds brought forward		<u>35,359,318</u>	<u>2,300,000</u>	<u>37,659,318</u>	<u>31,663,301</u>	<u>577,060</u>	<u>56,700</u>
Total funds carried forward		<u>42,627,465</u>	<u>1,591,021</u>	<u>44,218,486</u>	<u>35,359,318</u>	<u>2,300,000</u>	<u>–</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 2020

	<u>Notes</u>	<u>2020</u> \$	<u>2019</u> \$
ASSETS			
<u>Non-current asset</u>			
Plant and equipment	9	41,344	41,609
Total non-current asset		<u>41,344</u>	<u>41,609</u>
<u>Current assets</u>			
Trade and other receivables	10	327,123	782,271
Other assets	11	47,811	111,194
Cash and cash equivalents	12	45,044,057	37,946,952
Total current assets		<u>45,418,991</u>	<u>38,840,417</u>
Total assets		<u>45,460,335</u>	<u>38,882,026</u>
FUNDS AND LIABILITIES			
<u>Unrestricted funds</u>			
General Fund	13	42,627,465	35,359,318
Needy Patient Fund	13	1,591,021	2,300,000
Total unrestricted funds		<u>44,218,486</u>	<u>37,659,318</u>
Total funds		<u>44,218,486</u>	<u>37,659,318</u>
<u>Current liabilities</u>			
Trade and other payables	14	1,241,849	1,222,708
Total liabilities		<u>1,241,849</u>	<u>1,222,708</u>
Total funds and liabilities		<u>45,460,335</u>	<u>38,882,026</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 2020

	<u>2020</u> \$	<u>2019</u> \$
<u>Cash flows from operating activities</u>		
Surplus for the year	6,559,168	5,362,257
Adjustments for:		
Depreciation of plant and equipment	27,729	29,315
Loss on disposal of plant and equipment	572	–
Interest income	(585,372)	(613,981)
Operating surplus before changes in working capital	<u>6,002,097</u>	<u>4,777,591</u>
Trade and other receivables	297,416	160,745
Other assets	63,383	(30,569)
Trade and other payables	19,141	54,939
Net cash flows from operating activities	<u>6,382,037</u>	<u>4,962,706</u>
<u>Cash flows from investing activities</u>		
Purchase of plant and equipment	(28,036)	(40,115)
Interest received	743,104	519,807
Net cash flows from investing activities	<u>715,068</u>	<u>479,692</u>
Net increase in cash and cash equivalents	7,097,105	5,442,398
Cash and cash equivalents, beginning balance	<u>37,946,952</u>	<u>32,504,554</u>
Cash and cash equivalents, ending balance (Note 12)	<u>45,044,057</u>	<u>37,946,952</u>

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

THE BONE MARROW DONOR PROGRAMME

Notes to the Financial Statements 31 December 2020

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 Board approved and authorised these financial statements for issue on the date of the Statement by the Board.

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.

The Covid-19 pandemic and its aftermath

Management has reviewed the estimated potential impact and plausible downside scenarios, along with its responses as a result of the Covid-19 pandemic. No material uncertainties were identified in connection with the Society’s ability to continue in operational existence for the foreseeable future.

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.

THE BONE MARROW DONOR PROGRAMME

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

2A. Significant accounting policies (cont'd)

Leases of lessee

A lease 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 right-of-use asset 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-of-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. An interest expense is recognised on the lease liability (included in finance costs). For 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, the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term.

Carrying amounts 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.

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. 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.

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.

THE BONE MARROW DONOR PROGRAMME

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

2B. Other explanatory information (cont'd)

Provisions (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.

THE BONE MARROW DONOR PROGRAMME

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 Board, 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 Board, through his ownership of the Centre for Clinical Haematology Pte. Ltd., 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 \$151,200 (2019: \$28,982) to the Centre for Clinical Haematology Pte. Ltd., while the Centre for Clinical Haematology Pte. Ltd. provided services amounting to \$129,055 (2019: \$Nil) to the Society.

The members of the Board 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 Board, and whose remuneration each exceeds \$50,000 during the year.

3A. Key management compensation:

	<u>2020</u>	<u>2019</u>
	\$	\$
Salaries and other short-term employee benefits	412,020	386,184
Number of key management personnel	<u>2</u>	<u>2</u>

The above amounts are included under employee benefits expense.

Key management personnel comprise the Chief Executive Officer and Chief Operating Officer.

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>2020</u>	<u>2019</u>
\$100,001 - \$150,000	1	1
\$150,001 - \$200,000	1	1
\$200,001 - \$250,000	<u>1</u>	<u>1</u>

THE BONE MARROW DONOR PROGRAMME

4. Fund-raising activities

Incoming resources from fund-raising activities:

	<u>2020</u>	<u>2019</u>
	\$	\$
Direct Debit Donor Programme	8,042,432	9,386,441
Online, Corporate and Individual Donations	229,021	198,963
Others	5,000	19,050
Total	<u>8,276,453</u>	<u>9,604,454</u>

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

Expenditure for fund-raising activities:

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>Costs of generating funds</u>		
Direct Debit Donor Programme	928,430	1,409,276
Donor database management	625,603	702,087
Donor drive expense	5,523	7,983
Online donation bank charges	2,635	2,665
Total	<u>1,562,191</u>	<u>2,122,011</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>2020</u>			
Direct Debit Donor Programme	<u>8,042,432</u>	<u>928,430</u>	<u>7,114,002</u>
<u>2019</u>			
Direct Debit Donor Programme	<u>9,386,441</u>	<u>1,409,276</u>	<u>7,977,165</u>

5. Charitable activities

Incoming resources from charitable activities:

	<u>2020</u>	<u>2019</u>
	\$	\$
Grants from government related agencies	336,113	1,079,420
Care & Share Matching Grant (a)	1,645,027	—
Confirmatory testing (CT)	389,871	497,134
Marrow procurement (MP)	2,086,427	2,259,588
Total	<u>4,457,438</u>	<u>3,836,142</u>

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

THE BONE MARROW DONOR PROGRAMME

5. Charitable activities (cont'd)

Incoming resources from charitable activities (cont'd):

- (a) 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 \$2,610,000, and further grant disbursement will be received upon approval to the submissions made to the Care & Share Matching Grant. A total of \$Nil (2019: \$289,973) was included as grant receivables under Note 10 to the financial statements in 2020.

Expenditure for charitable activities:

	<u>2020</u>	<u>2019</u>
	\$	\$
Bad debts written off	–	770
Bone marrow procurement costs	1,706,426	1,805,696
Confirmatory testing costs	268,498	338,924
Depreciation (Note 9)	27,729	29,315
Donor recruitment and public education expenses	102,253	189,613
Loss on disposal of plant and equipment	572	–
Tissue typing cost	41,078	348,782
Subtotal	<u>2,146,556</u>	<u>2,713,100</u>
<u>Employee benefits expense</u>		
Salaries and related costs	2,182,353	2,115,491
Contributions to defined contribution plan	306,067	269,591
Other benefits	71,344	107,984
Subtotal	<u>2,559,764</u>	<u>2,493,066</u>
Patient Subsidies	708,979	948,832
Others	237,918	370,070
Grand total	<u><u>5,653,217</u></u>	<u><u>6,525,068</u></u>

6. Other income

	<u>2020</u>	<u>2019</u>
	\$	\$
Fixed deposit interest income	585,372	613,981
Government grant from Jobs Support Scheme (b)	461,490	–
Other government grant	42,715	35,594
Others	4,282	–
Total	<u><u>1,093,859</u></u>	<u><u>649,575</u></u>

- (b) The purpose of the Jobs Support Scheme is to provide wage support to employers to help them retain their local employees during this period of economic uncertainty amid Covid-19 for a period of 17 months from April 2020 to August 2021.

THE BONE MARROW DONOR PROGRAMME

7. Governance costs

	<u>2020</u>	<u>2019</u>
	\$	\$
Auditors' remuneration	24,383	27,561
Professional fees	28,791	53,274
Total	<u>53,174</u>	<u>80,835</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>2020</u>	<u>2019</u>
	\$	\$
Tax-exempt receipts	8,146,437	9,370,062
Non tax-exempt receipts	130,016	234,392
Total incoming resources from fund-raising activities (Note 4)	<u>8,276,453</u>	<u>9,604,454</u>

9. Plant and equipment

	Computers, furniture and fittings \$	Website development \$	Renovation \$	Total \$
<u>Cost:</u>				
At 1 January 2019	93,492	–	28,905	122,397
Additions	40,115	–	–	40,115
At 31 December 2019	133,607	–	28,905	162,512
Additions	18,156	9,880	–	28,036
Disposals	(24,988)	–	(510)	(25,498)
At 31 December 2020	126,775	9,880	28,395	165,050
<u>Accumulated depreciation:</u>				
At 1 January 2019	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
Depreciation for the year	23,291	–	4,438	27,729
Disposals	(24,416)	–	(510)	(24,926)
At 31 December 2020	95,311	–	28,395	123,706
<u>Net book value:</u>				
At 1 January 2019	18,379	–	12,430	30,809
At 31 December 2019	37,171	–	4,438	41,609
At 31 December 2020	31,464	9,880	–	41,344

THE BONE MARROW DONOR PROGRAMME

10. Trade and other receivables

	<u>2020</u> \$	<u>2019</u> \$
<u>Trade receivables</u>		
Outside parties	185,761	193,456
<u>Other receivables</u>		
Grant receivables (Note 5(a))	–	289,973
Interest receivables	123,843	281,575
Other receivables	17,519	17,267
Subtotal	<u>141,362</u>	<u>588,815</u>
Total trade and other receivables	<u>327,123</u>	<u>782,271</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>2020</u> \$	<u>2019</u> \$
<u>Trade receivables:</u>		
31 to 60 days	3,100	600
61 to 90 days	23,035	3,000
Over 90 days	6,430	33,140
Total	<u>32,565</u>	<u>36,740</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.

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.

THE BONE MARROW DONOR PROGRAMME

10. Trade and other receivables (cont'd)

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

	<u>2020</u>	<u>2019</u>
	\$	\$
Top 1	34,760	55,637
Top 2	67,788	109,119
Top 3	<u>98,524</u>	<u>127,719</u>

The Society's top three trade receivables accounted for approximately 53% (2019: 66%) of the total trade receivables.

11. Other assets

	<u>2020</u>	<u>2019</u>
	\$	\$
Deposits to secure services	19,933	18,391
Prepayments	<u>27,878</u>	<u>92,803</u>
	<u>47,811</u>	<u>111,194</u>

12. Cash and cash equivalents

	<u>2020</u>	<u>2019</u>
	\$	\$
Cash and bank balances	4,701,950	2,946,952
Fixed deposits with financial institutions	<u>40,342,107</u>	<u>35,000,000</u>
	<u>45,044,057</u>	<u>37,946,952</u>

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

The fixed deposits earn interest at rates ranging from 0.25% to 2.35% (2019: 1.05% to 2.35%) per annum. Interest rates are repriced at intervals between three to twelve months (2019: three to twelve months).

THE BONE MARROW DONOR PROGRAMME

13. Fund account balances

	General Fund	Needy Patient Fund	Total
	\$	\$	\$
2020			
<u>Non-current asset</u>			
Plant and equipment	41,344	–	41,344
Total non-current asset	41,344	–	41,344
<u>Current assets</u>			
Trade and other receivables	327,123	–	327,123
Other assets	47,811	–	47,811
Cash and cash equivalents	43,453,036	1,591,021	45,044,057
Total current assets	43,827,970	1,591,021	45,418,991
Total assets	43,869,314	1,591,021	45,460,335
<u>Current liabilities</u>			
Trade and other payables	1,241,849	–	1,241,849
Total liabilities	1,241,849	–	1,241,849
Net asset	42,627,465	1,591,021	44,218,486
	General Fund	Needy Patient Fund	Total
	\$	\$	\$
2019			
<u>Non-current asset</u>			
Plant and equipment	41,609	–	41,609
Total non-current asset	41,609	–	41,609
<u>Current assets</u>			
Trade and other receivables	782,271	–	782,271
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	38,840,417
Total assets	36,582,026	2,300,000	38,882,026
<u>Current liabilities</u>			
Trade and other payables	1,222,708	–	1,222,708
Total liabilities	1,222,708	–	1,222,708
Net asset	35,359,318	2,300,000	37,659,318

- (i) General Fund – This fund is expendable at the discretion of the Society's Board, 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.

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

To further the scope and to complement this meaningful initiative, the Board 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:

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

In 2020, an amount of S\$ 708,979 was utilised to help 32 procurement, 48 confirmatory testing, 3 post-transplant and 10 verification typing needy cases. The entire funding of these subsidies was solely made from the reserves of the Society.

14. Trade and other payables

	<u>2020</u> \$	<u>2019</u> \$
<u>Trade payables</u>		
Advances from patients	187,503	127,972
Outside parties	609,928	506,194
Subtotal	<u>797,431</u>	<u>634,166</u>
<u>Other payables</u>		
Accrued liabilities	182,422	274,991
Provision for bonus	261,996	313,551
Subtotal	<u>444,418</u>	<u>588,542</u>
Total trade and other payables	<u>1,241,849</u>	<u>1,222,708</u>

15. Contingent liabilities

	<u>2020</u> \$	<u>2019</u> \$
Letter of guarantees	<u>462,000</u>	<u>392,000</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 \$70,728 (2019: \$70,982). Future committed payments related to the maintenance of the community space as of 31 December 2020 are as follows:

	<u>2020</u> \$	<u>2019</u> \$
Within one to three years	<u>211,676</u>	<u>71,066</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 reserves to ensure its long term sustainability and ability to support its beneficiaries in both current and new programmes. 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>2020</u> \$	<u>2019</u> \$
<u>Unrestricted fund</u>		
General fund	<u>42,627,465</u>	<u>35,359,318</u>
<u>Operating expenditures</u>		
Charitable activities	4,944,238	5,519,536
Governance costs	<u>53,174</u>	<u>80,835</u>
	<u>4,997,412</u>	<u>5,600,371</u>
Number of years of reserves to annual operating expenditures	<u>8.5</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>2020</u> \$	<u>2019</u> \$
<u>Financial assets:</u>		
Financial assets at amortised cost	<u>45,371,180</u>	<u>38,729,223</u>
At end of the year	<u>45,371,180</u>	<u>38,729,223</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	<u>1,241,849</u>	<u>1,222,708</u>
At end of the year	<u>1,241,849</u>	<u>1,222,708</u>

Further quantitative disclosures are included throughout these financial statements.

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

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.

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, the general approach (three-stage approach) in the financial reporting standard on financial instruments is applied to measure the impairment allowance. Under this general approach the financial assets move through the three stages as their credit quality changes. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. However, the simplified approach (that is, to measure the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life) permitted by the financial reporting standards on financial instruments is applied for financial assets that do not have a significant financing component, such as trade receivables and contract assets. For credit risk on trade receivables, contract assets and other financial assets 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.

Note 12 discloses the maturity of the cash and cash equivalents balances. Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

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

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 (2019: 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.

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>2020:</u>				
<u>Financial liabilities:</u>				
Trade and other payables	(34,701)	(144,205)	–	(178,906)
Net financial liabilities	<u>(34,701)</u>	<u>(144,205)</u>	<u>–</u>	<u>(178,906)</u>
	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>

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

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

18G. Foreign currency risk (cont'd)

Sensitivity analysis:

	<u>2020</u>	<u>2019</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	3,470	9,142
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>14,421</u>	<u>8,038</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.

19. 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 reporting entity 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 1 and 8	Definition of Material – Amendments to SFRS 1 and 8
SFRS PS 2	SFRS Practice Statement 2 Making Materiality Judgements
	The Conceptual Framework for Financial Reporting
SFRS 116	Covid-19-Related Rent Concessions – Amendments to SFRS 116

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20. 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>SFRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
SFRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to SFRS 16	1 Jan 2022
SFRS 109	Financial Instruments – Fees in the “10 per cent” test for derecognition of financial liabilities (Annual Improvement Project)	1 Jan 2022
Various	Annual Improvements to SFRSs 2018-2020	1 Jan 2022
SFRS 1	Classification of Liabilities as Current or Non-current – Amendments to SFRS 1	1 Jan 2023