UEN No.: S85SS0089B (Registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore)

> FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

UEN No. S85SS0089B

(Registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore)

REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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STATEMENT BY BOARD OF MANAGEMENT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

In the opinion of the Board of Management,

- (a) the financial statements of Association of Women for Action and Research (the "Society") are drawn up in accordance with the provisions of the Societies Act, Chapter 311 ('the Societies Act'), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore so as to give a true and fair view of the state of affairs of the Society as at 31 December 2021 and the results and cash flows of the Society for the financial year then 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;
- (c) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act and the Charities Act and Regulations;
- (d) the use of the donation money is in accordance with the objectives of the Society as required under Regulation 11 (Use of donations) of the Charities (Institution of Public Character) Regulations;
- (e) the fund-raising appeals conducted by the Society during the financial year ended 31 December 2021 have been carried out in accordance with Regulation 6 (Fund-raising appeal records) of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal; and
- (f) the Society has complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institution of Public Character) Regulations.

The Board of Management, comprising the following, authorised the issue of these financial statements.

President

1st Vice President 2nd Vice President

2nd Vice President Treasurer

Assistant Treasurer

Secretary Board Member Board Member

Board Member

Thomas Margaret

Shone Penelope Margaret

Low Su-Im Jean Aarathi Arumugam Zheng Huifen

Elisa Kang Geok Sue Asiyah Binte Ahmad Arif Goh Wei Wei @ Wynthia Goh

Jasmine Ng Kin Kia

On behalf of the Board of Management,

--- DocuSigned by:

-- B893412D18CD4AB

THOMAS MARGARET

President

DocuSigned by:

3A87F4F690F8490

aarathi arumugan

AARATHI ARUMUGAM

Treasurer

Date: 17 March 2022



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INDEPENDENT AUDITOR'S REPORT

TO THE BOARD OF MANAGEMENT OF ASSOCIATION OF WOMEN FOR ACTION AND RESEARCH

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of ASSOCIATION OF WOMEN FOR ACTION AND RESEARCH (the "Society"), which comprise the statement of financial position of the Society as at 31 December 2021, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of 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 "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2021 and the results, changes in funds and cash flows of the Society for the financial 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 Board of Management set out on page 1.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial 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.



An Independent Member Firm of:

Helmi Talib LLP

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 FRSs, 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 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:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or
 error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is
 sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material
 misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion,
 forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that
 are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness
 of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on 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.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.





An Independent Member Firm of:

Helmi Talib LLP

Report on Other Legal and Regulatory Requirements

In our opinion,

- the accounting and other records required to be kept by the Society have been properly kept in (a) 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 financial year ended 31 December 2021 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.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial 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 of the Charities (Institutions of a Public Character) Regulations.

HELMI TALIB LLP

Public Accountants and **Chartered Accountants**

Singapore

Date: 17 March 2022

Partner-in-charge Mari Jane Tiburcio

PAB No. 01780





An Independent Member Firm of:

UEN No. S85SS0089B

(Registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore)

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2021

	Note	<u>2021</u> \$	<u>2020</u> \$
INCOME			
Income from generated funds - Voluntary income - Activities for generating funds		2,094,999 1,192,486	2,652,061 1,145,678
Other income		168,760	285,509
Total income	_	3,456,245	4,083,248
EXPENDITURE			
Costs of generating funds		(17,441)	(122,381)
Charitable activities		(3,063,115)	(2,599,060)
Governance costs		(11,362)	(13,100)
Other expenditures		(27,244)	(26,074)
Total expenditure	_	(3,119,162)	(2,760,615)
Net income before transfer	7	337,083	1,322,633
Transfers from/(to) funds		-	-
Net income after transfer	_	337,083	1,322,633
RECONCILIATION OF FUNDS			
Total funds brought forward		6,248,022	4,925,389
Total funds carried forward	_	6,585,105	6,248,022

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STATEMENT OF FINANCIAL POSITION

As at 31 December 2021

	Note	<u>2021</u> \$	<u>2020</u> \$
		·	·
Assets			
Current assets	0	7.407.005	0.000.400
Cash and cash equivalents	8 9	7,197,005	6,366,139
Receivables Total current assets	9	203,143 7,400,148	307,906 6,674,045
Total current assets		7,400,146	0,074,045
Non-current assets			
Plant and equipment	10	77,526	90,898
Total non-current assets		77,526	90,898
Total assets	_	7,477,674	6,764,943
Liabilities and funds			_
Liabilities			
Current liabilities			
Payables	11	892,569	516,921
Total current liabilities		892,569	516,921
			
Total liabilities	_	892,569	516,921
Funds			
Unrestricted funds			
Accumulated funds	12	5,996,661	4,898,624
Total unrestricted funds		5,996,661	4,898,624
Restricted funds			
Project Funds	12	429,167	692,319
In Memory of Jagraj Verma Fund		, <u>-</u>	1,851
Sexual Assault Care Centre Fund		132,701	381,398
Support Services (Helpline) Fund		26,576	273,830
Total restricted funds	<u> </u>	588,444	1,349,398
Total funds	_	6,585,105	6,248,022
Total liabilities and funds		7,477,674	6,764,943

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STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 December 2021

	Unrestricted funds		Restricted funds						
	Accumulated funds	Project <u>Funds</u> \$	In memory of Jagraj Verma <u>Fund</u> \$	Sexual Assault Care Centre <u>Fund</u> \$	Support Services (Helpline) Fund \$	Total restricted funds	\$		
At 31 December 2019	3,235,124	1,005,075	4,571	368,411	312,208	1,690,265	4,925,389		
Net income/(loss) for the financial year	1,616,571	(240,827)	(2,720)	12,987	(63,378)	(293,938)	1,322,633		
Transfers from/(to)	46,929	(71,929)			25,000	(46,929)			
At 31 December 2020	4,898,624	692,319	1,851	381,398	273,830	1,349,398	6,248,022		
Net income/(loss) for the financial year	1,124,351	(252,280)	-	(268,215)	(266,773)	(787,268)	337,083		
Transfers from/(to)	(26,314)	(10,872)	(1,851)	19,518	19,519	26,314	-		
At 31 December 2021	5,996,661	429,167	-	132,701	26,576	588,444	6,585,105		

The accompanying accounting policies and explanatory notes form an integral part of these financial statements.

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STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2021

	Note	2021 \$	<u>2020</u> \$
Cash flows from operating activities Net income for the financial year	7	337,083	1,322,633
Adjustments for: Depreciation of plant and equipment Interest income	10	27,244 (10,556)	26,074 (34,927)
Total adjustments to statement of financial activities		16,688	(8,853)
Operating cash flows before changes in working capital		353,771	1,313,780
Changes in working capital Decrease/(increase) in receivables Increase/(decrease) in payables Total changes in working capital		104,763 375,648 480,411	(96,657) (198,411) (295,068)
Cash generated from operations Interest income received		833,876 10,862	1,018,712 57,202
Net cash flows from operating activities		844,738	1,075,914
Cash flows used in investing activity Purchase of plant and equipment, representing cash flows used in investing activity	10	(13,872)	(2,181)
Net increase in cash and cash equivalents Cash and cash equivalents at beginning of financial year		830,866 6,366,139	1,073,733 5,292,406
Cash and cash equivalents at end of financial year	8	7,197,005	6,366,139
Net cash flows Net cash flows from operating activities Cash flows used in investing activity		844,738 (13,872)	1,075,914 (2,181)

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

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

1 GENERAL INFORMATION

Association of Women for Action and Research (the "Society") is registered and domiciled in Singapore with its registered office and principal place of business at 5 Dover Crescent, #01-22, Singapore 130005.

The Society is a registered charity under the Charities Act, Chapter 37 since 23 March 2005 and has been accorded the status of an Institution of a Public Character ("IPC"). The current licence runs from 1 September 2020 to 31 August 2022.

The principal activities of the Society are those of promoting women's rights and gender equality.

The financial statements of the Society for the financial year ended 31 December 2021 were authorised for issue in accordance with a resolution of the Board of Management on the date of Statement by Board of Management.

2 BOARD OF MANAGEMENT

The Society is governed by the Board of Management. For the financial year under review, the members of the Board of Management 2021 - 2022 at the date of this statement are as follows:

President - Thomas Margaret

1st Vice President - Shone Penelope Margaret

2nd Vice President
 Treasurer
 Assistant Treasurer
 Low Su-Im Jean
 Aarathi Arumugam
 Zheng Huifen

Secretary - Elisa Kang Geok Sue
Board Member - Asiyah Binte Ahmad Arif
Board Member - Goh Wei Wei @ Wynthia Goh

Board Member - Jasmine Ng Kin Kia

3 IMPACT OF COVID-19

The COVID-19 pandemic has affected almost all countries of the world, and resulted in order closures, production stoppages, workplace closures, movement controls and other measures imposed by the various governments. The Society's operations in Singapore have been affected by the COVID-19 pandemic in 2021 and 2020.

Set out below are the impact of COVID-19 on the Society's financial performance reflected in this set of financial statements for the financial year ended 31 December 2021:

- (i) The Society has assessed that the going concern basis of preparation for this set of financial statements remains appropriate.
- (ii) The Society carried out most of its operations remotely, including the render of services and in carrying out research and organisation of events and workshops, through the use of technologies such as Zoom and Velox.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

3 IMPACT OF COVID-19 (Continued)

- (iii) The pandemic prevented the Society from holding its regular fundraising event physically. Hence, the Society launched an online fundraising campaign, Hope in the Dark, to raise money from the public. Further, the Society has also applied to Toteboard to match the funds raised through this campaign.
- (v) The Society also benefitted from the Government's Job Support Scheme that provide wage support to employers to help retain the local staffs during this period as disclosed in Note 7 to the financial statements.
- (vi) The Society also received rental rebates for its office premises. The effects of such rental concessions received are disclosed in Notes 7 and 15 to the financial statements.

As the global COVID-19 situation remains very fluid as at the date these financial statements were authorised for issuance, the Society cannot reasonably ascertain the full extent of the probable impact of the COVID-19 disruptions on its operating and financial performance for the financial year ending 31 December 2022.

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

4.1 <u>Basis of preparation</u>

The financial statements of the Society have been drawn up in accordance with the provisions of the Societies Act (Chapter 311), Charities Act (Chapter 37), and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollar ("SGD" or "\$") which is the Society's functional currency.

The accounting policies adopted are consistent with those of the previous financial year except for those as described in Note 4.2 to the financial statements.

4.2 <u>Adoption of new and amended standards and interpretations</u>

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Society has adopted all the new and amended standards and interpretations which are relevant to the Society and are effective for annual periods beginning on or after 1 January 2021.

4.3 Standards issued but not yet effective

The Society has not adopted the following standards applicable to the Society that have been issued but not yet effective.

		<u>Description</u>	Effective for annual periods beginning on or after
Amendments to FRS 16	:	Property, Plant and Equipment: Proceeds before Intended Use	1 January 2022
Amendments to FRS 37	:	Provisions, Contingent Liabilities and Contingent Assets (Onerous Contracts – Cost of Fulfilling a Contract)	1 January 2022
Various	:	Annual Improvements to FRSs 2018 –2020	1 January 2022
Amendments to FRS 1	:	Presentation of Financial Statements (Classification of Liabilities as Current or Non-current)	1 January 2023
Amendments to FRS 8	:	Accounting Policies, Changes in Accounting Estimates and Errors (Definition of Accounting Estimates)	1 January 2023

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.3 Standards issued but not yet effective (Continued)

The Board of Management expects that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

4.4 Plant and equipment

The cost of plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

Depreciation is calculated using the straight-line method to allocate depreciable amounts basis over their estimated useful lives. The estimated useful lives are as follows:

		<u>Years</u>
Office equipment and furniture	-	3
Computers	-	3
Air conditioners	-	3
Renovation	-	5 - 6

The residual value, useful lives and depreciation method are reviewed at the end of each reporting period, and are adjusted prospectively, if appropriate.

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

4.5 Impairment of non-financial assets

The Society assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or, where applicable, when an annual impairment testing for an asset is required, the Society makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.6 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Society becomes a party to the contractual provisions of the instruments.

At initial recognition, the Society measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (the "FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in profit or loss.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. The Society determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.6 Financial instruments (Continued)

(b) Financial liabilities (Continued)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

4.7 Impairment of financial assets

The Society recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Society expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For receivables, the Society applies a simplified approach in calculating ECLs. Therefore, the Society does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Society has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtor's ability to pay.

The Society considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Society may also consider a financial asset to be in default when internal or external information indicates that the Society is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Society. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

4.8 Cash and cash equivalents

Cash and cash equivalents comprise of cash at banks and on hand and fixed and short-term deposits, which are subject to an insignificant risk of changes in value.

4.9 Provisions

Provisions are recognised when the Society has 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 recognised to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.10 Government grants

Grants are not recognised until there is reasonable assurance that the grant will be received and all conditions attached to it have been met. Grants for capital expenditures are recognised in the statement of financial activities when the Society has entitlement to the income and not deferred over the useful life of the asset.

4.11 Employee benefits

(a) Defined contribution plans

As required by law, the Society contributes to the employees' Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Contributions to CPF are recognised as compensation expenses in the same period as the employment that gives rise to the contribution.

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the reporting period is recognised for services rendered by employees up to the end of the reporting period.

4.12 Leases

The Society assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As lessee

The Society applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. During the financial year, the Society's short-term leases and leases of contracts are of low value asset.

Short-term leases and leases of low-value assets

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

4.13 Funds

(a) Unrestricted funds

The accumulated funds are used for the general purposes of the Society as set out in its governing document. If part of an unrestricted fund is earmarked for a particular project, it may be designated as a separate fund (known as 'Designated Fund'). The designation has an administrative purpose only and does not legally restrict the Board of Management's discretion to apply the fund.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.13 Funds (Continued)

(b) Restricted funds

Restricted funds are funds subject to specific funded programmes by government, charity bodies and donors, but still within the wider objects of the Society.

Restricted funds may only be utilised in accordance with the purposes established by the sources of such funds and are in contrast with unrestricted funds over which the Board of Management retains full control to use in achieving its institutional purposes.

The society respects the donors' intended use of the funds and will endeavour to request for donors' permission should a change of use be deemed necessary.

The Society classifies the following funds as restricted funds:

- Project Funds
- In memory of Jagraj Verma Fund
- Sexual Assault Care Centre Fund
- Support Services (Helpline) Fund

4.14 Income

Income is measured based on the consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Income is recognised when the Society satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation.

(a) Donations and sponsorships

Donations are recognised when received with unconditional entitlement to the receipts. Sponsorship-in-kinds are recognised when the fair value of the assets received can be reasonably ascertained.

(b) Fund raising

Income from special events are recognised when the event takes place.

(c) Government grants

Comprised of government subventions and grants for the programmes run by the Society. These are recognised as income according to the conditions of the funding agreements. The grants are recognised as income on a systematic basis over the period in which the Society recognises the expenses and related costs for which the grants are intended to compensate.

(d) Rendering of services

Income arising from the rendering of services which are of short-term duration is recognised when the services have been performed and rendered and satisfying the performance obligation.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.14 Income (Continued)

(e) Other income

Comprised of government credits, refunds and reimbursements are recognised as and when received. Other income also comprises of COVID-19 Business Support Measures in the form of Job Support Scheme grant provided by the Singapore Government as well as interest earned from fixed deposits placed with banks.

4.15 Recognition of expenditures

Expenditures are recognised in the statement of financial activities once the services have been received unless the expenditure qualifies for capitalisation as assets such as plant and equipment. Expenditure on performance-related grants are recognised to the extent the specified service has been provided. Expenditures in the statement of financial activities are classified under the costs of generating funds, charitable activities' expenses and governance costs.

(a) Classification

(i) Costs of generating funds

All costs associated with generating income from all sources other than from undertaking charitable activities are included under cost of generating funds.

(ii) Charitable activities expenses

All resources applied in undertaking activities to meet the Society's charitable objectives are classified under charitable activities expenses.

(iii) Governance costs

This includes costs of governance arrangements that relate to the general running of the Society as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. These activities provide the governance infrastructure, which allows the charity to operate, and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the Society.

(b) Allocation of costs

Where appropriate, expenditures that are specifically identifiable to each cost classification are allocated directly to the type of costs incurred.

4.16 Contingencies

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4.16 Contingencies (Continued)

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society.

Contingent liabilities and assets are not recognised on the statement of financial position of the Society, except for contingent liabilities assumed in a business combination that are present obligations and for which the fair values can be reliably determined.

5 SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

The Society made judgments, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources in the application of the Society's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results may differ from the estimates.

5.1 Judgments made in applying accounting policies

Management is of the opinion that there are no significant judgments made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

5.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Society based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Society. Such changes are reflected in the assumptions when they occur.

Government funding receivables

The Society has recognised its receivables from government agencies on the basis that the Society will meet and comply with all the regulatory requirements of the funding agreements and the full amount fund allocated will be received by the Society. The management has relied on past experiences, knowledge and judgement in making these estimates. The carrying amount of the assets arising from the government funding receivables at the end of the reporting period is disclosed in Note 9 to the financial statements.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

6 SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with related parties took place at terms agreed between the parties during the financial year.

(a) Significant related party transactions

	<u>2021</u>	<u>2020</u>
	\$	\$
Members of the Board of Management		
Postages and Stationery	211	-
Other activities operating expenses	1,000	
	<u>2021</u>	<u>2020</u>
	\$	\$
Related company		
Consultancy fees	15,900	35,313

(b) Remuneration of key management personnel

During the financial year ended 31 December 2021, the Society has one key management personnel (2020: one). The key management personnel consists of only the Executive Director who has the responsibility to plan, direct and control the activities of the Society.

	<u>2021</u>	<u>2020</u>
	\$	\$
Salaries and other short-term employee benefits	127,582	122,372
Employer's CPF contributions	11,725	12,677
Annual remuneration	139,307	135,049

The total annual remuneration of the Society's three highest paid staff, including the key management personnel, is as follows. They do not serve as Board of Management of the Society.

	No. of staff		
	<u>2021</u>	<u>2020</u>	
Annual remuneration band			
\$100,000 to \$200,000	3	3	

The Board of Management does not receive remuneration from the Society.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

7 DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds			Restricted Funds			Total Funds
	Accumulated Funds \$	Project <u>Funds</u> \$	In memory of Jagraj Verma <u>Fund</u> \$	Sexual Assault Care Centre <u>Fund</u> \$	Support Services (Helpline) Fund \$	Total restricted Funds \$	**************************************
<u>2021</u> INCOME							
Income from generating funds							
Voluntary income	500 400	544.004		007.700	400.444	0.45.0.40	4 450 055
Tax deductible donations	508,409	541,334	-	207,798	196,114	945,246	1,453,655
Non-tax deductible donations Grants	62,583	57,113	-	2,151	15,141	74,405	136,988
- Bicentennial Community Fund	_	_	_	-	-	- -	-
- Community Chest	-	-	-	-	-	-	-
- Tote Board Social Service Fund	-	-	_	100,748	100,748	201,496	201,496
- Other grants	155,487	115,163	-	-	-	115,163	270,650
Membership subscriptions	20,310	, <u>-</u>	-	-	-	, -	20,310
Sponsorship-in-kind	11,900	<u> </u>		<u> </u>		<u> </u>	11,900
	758,689	713,610		310,697	312,003	1,336,310	2,094,999
Activities for generating funds							
Counselling and training contribution	1,020,725	25,078	-	30,622	95,243	150,943	1,171,668
Fund raising activities							
- AWARE House Party 2020 event (tax deductible donations)	-	-	-	-	-	-	-
AWARE House Party 2020 event (non-tax deductible donations)AWARE Festival 2020 (non-tax deductible donations)	5,308	-	-	-	-	-	5,308
AWARE Festival Income	5,506	- -	- -	- -	-	<u>-</u>	5,306
Activities income	1,000	14,509	_	-	<u>-</u>	14,509	15,509
/ Iouvilloo IIIoomo	1,027,033	39,587		30,622	95,243	165,452	1,192,485
Other income	1,021,000			00,022		100,102	1,102,100
Interest on fixed deposits	10,556	-	-	-	-	-	10,556
* Other income	157,950	255	-	-	-	255	158,205
	168,506	255	-	-	-	255	168,761
TOTAL INCOME	1,954,228	753,452	-	341,319	407,246	1,502,017	3,456,245
EXPENDITURE							
Costs of generating funds							
Costs of generating activities	(004)						(004)
AWARE House Party 2020 event expenses AWARE Festival 2020 expenses	(601)	-	-	-	-	-	(601)
Voluntary operating expenses	(2,392)	-	-	-	(2,548)	(2,548)	(4,940)
Voluntary operating expenses	(2,993)			<u>-</u>	(2,548)	(2,548)	(5,541)
	(2,000)		<u> </u>		(2,040)	(2,070)	(0,0+1)
Costs of generating voluntary income							
Costs of sponsorship/donation-in-kind	(11,900)	-	-	-	-	-	(11,900)
	(11,900)		-				(11,900)
				<u> </u>			

^{*} In the current financial year, included in other income are COVID-19 Business Support Measures in the form of Job Support Scheme grant and Job Growth Incentive provided by the Singapore Government which amounted to \$72,274 and 54,712 respectively.

^{**} In the current financial year, included within rental of premises, equipment and miscellaneous under facilities costs are COVID-19 related rent concessions received from lessor of \$2,571.

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NOTES TO THE FINANCIAL STATEMENTSFor the financial year ended 31 December 2021

DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted Funds	Restricted Funds				Total Funds	
	Accumulated Funds \$	Project <u>Funds</u> \$	In memory of Jagraj Verma <u>Fund</u> \$	Sexual Assault Care Centre <u>Fund</u> \$	Support Services (Helpline) Fund \$	Total restricted Funds \$	\$
2021 EXPENDITURE (Continued)							
Charitable activities expenses							
Staff costs Staff salaries, bonus and CPF	(508,876)	(672,438)	_	(380,279)	(400,728)	(1,453,445)	(1,962,321)
Training and development fees	(2,600)	(072,430)	- -	(300,279)	(400,720)	(1,455,445)	(2,600)
Intern allowance	(22,725)	(17,298)	-	(7,325)	(3,868)	(28,491)	(51,216)
Staff insurance	(11,150)	-	-	-	-	-	(11,150)
Staff welfare	(8,233)	(34)	-	(189)	(52)	(275)	(8,508)
Staff training	(6,635)	-	-	-	-	-	(6,635)
Medical fees	(3,308)	(000 770)		(007.700)	(40.4.0.40)	- (4, 400, 04.4)	(3,308)
Equilities costs	(563,527)	(689,770)		(387,793)	(404,648)	(1,482,211)	(2,045,738)
Facilities costs Office operating expenses	(31,553)	(24)	_	_	(1,056)	(1,080)	(32,633)
Management/Admin Fees	(32,742)	(201,259)	-	(189,546)	(1,030)	(580,351)	(613,093)
** Rental of premises, equipment and miscellaneous	(11,683)	(460)	-	(100,040)	(100,040)	(460)	(12,143)
IT and computer expenses	(20,307)	(558)	-	(661)	(640)	(1,859)	(22,166)
'	(96,285)	(202,301)	-	(190,207)	(191,242)	(583,750)	(680,035)
Programme costs		<u> </u>			· · · · · · · · · · · · · · · · · · ·	<u> </u>	· · · · · · · · · · · · · · · · · · ·
Other activities operating expenses	(41,430)	(50,126)	-	-	<u>-</u>	(50,126)	(91,556)
Counselling	- (4.507)	- (0.4.5)	-	(29,190)	(74,640)	(103,830)	(103,830)
Transportation and travel	(1,567)	(915)	-	(778)	(86)	(1,779)	(3,346)
Refreshment	(2,713) (45,710)	(29) (51,070)		(648) (30,616)	(725) (75,451)	(1,402) (157,137)	(4,115) (202,847)
Other operating expenses	(43,710)	(31,070)		(30,010)	(73,431)	(137,137)	(202,047)
Care and share disbursement	_	(43,321)	_	_	_	(43,321)	(43,321)
General consultancy	(7,725)	-	-	-	-	-	(7,725)
Honorarium	(230)	(11,700)	-	-	-	(11,700)	(11,930)
Bank charges	(4,797)	(2,660)	-	(90)	(2)	(2,752)	(7,549)
Commission expenses	(49,383)	-	-	-	-	-	(49,383)
Insurance	(5,712)	-	-	-	-	-	(5,712)
Entertainment Advertising	(526)	-	-	-	-	-	(526)
Merchandise	(5,320)	-	-	-	-	-	(5,320)
General expenses	(2,102)	_	_	(101)	(128)	(229)	(2,331)
Membership and subscription	(150)	-	-	-	-	(===) -	(150)
Marketing and publicity	(35)	(513)		<u>-</u>		(513)	(548)
	(75,980)	(58,194)		(191)	(130)	(58,515)	(134,495)
	(781,502)	(1,001,335)		(608,807)	(671,471)	(2,281,613)	(3,063,115)
Governance costs Audit fees	(11,362)						(11,362)
Other expenditure Depreciation of plant and equipment	(22,120)	(4,397)		(727)	- _	(5,124)	(27,244)
TOTAL EXPENDITURE	(829,877)	(1,005,732)		(609,534)	(674,019)	(2,289,285)	(3,119,162)
NET INCOME/(LOSS) FOR THE FINANCIAL YEAR	1,124,351	(252,280)		(268,215)	(266,773)	(787,268)	337,083

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds			Restricted Funds			Total Funds
	Accumulated <u>Funds</u> \$	Project <u>Funds</u> \$	In memory of Jagraj Verma <u>Fund</u> \$	Sexual Assault Care Centre <u>Fund</u> \$	Support Services (<u>Helpline) Fund</u> \$	Total restricted <u>Funds</u> \$	\$
2020 INCOME							
Income from generating funds							
Voluntary income Tax deductible donations	610,118	C1E 022		224 226	200 670	1 040 020	1 650 056
Non-tax deductible donations	121,385	615,932 109,598	-	224,236 3,951	209,670 665	1,049,838 114,214	1,659,956 235,599
Grants	121,300	109,596	-	3,931	003	114,214	235,599
- Bicentennial Community Fund	400,000	_	_	_	_	_	400,000
- Community Chest	3,000	_	_	_	_	_	3,000
- Tote Board Social Service Fund	-	_	_	99,618	99,619	199,237	199,237
- Other grants	52,495	50,632	-	-	-	50,632	103,127
Membership subscriptions	14,355	, <u>-</u>	-	-	-	-	14,355
Sponsorship-in-kind	36,787	-	-	-	-	-	36,787
	1,238,140	776,162		327,805	309,954	1,413,921	2,652,061
Activities for generating funds Counselling and training contribution	520,894	6,640		12,281	61,898	80,819	601,713
Fund raising activities							
- AWARE House Party 2020 event (tax deductible donations)	458,991	-	-	-	-	-	458,991
- AWARE House Party 2020 event (non-tax deductible donations)	37,114	-	-	-	-	-	37,114
- AWARE Festival 2020 (non-tax deductible donations)	21,744	-	-	-	-	-	21,744
AWARE Festival Income Activities income	8,955 116	- 17,045	-	-	-	- 17,045	8,955 17,161
Activities income	1,047,814	23,685		12,281	61,898	97,864	1,145,678
Other income	1,047,014	23,003	<u>-</u>	12,201	01,090	91,004	1,145,076
Interest on fixed deposits	34,927	_	_	_	_	_	34,927
* Other income	250,047	535	_	_	_	535	250,582
	284,974	535				535	285,509
							200,000
TOTAL INCOME	2,570,928	800,382		340,086	371,852	1,512,320	4,083,248
EXPENDITURE							
Costs of generating funds							
Costs of generating activities							
AWARE House Party 2020 event expenses	(70.4.47)						(70.4.47)
AVAADE Esstival 0000 surranses	(72,147)	-	-	-	-	-	(72,147)
AWARE Festival 2020 expenses Voluntary operating expenses	(12,779)	-	-	-	(660)	- (660)	(12,779)
voluntary operating expenses	(84,926)				(668) (668)	(668) (668)	(668)
	(04,920)	<u> </u>	-	<u> </u>	(000)	(000)	(85,594)
Costs of generating voluntary income							
Costs of sponsorship-in-kind	(36,787)	-	-	_	_	_	(36,787)
2000 S. Sporiosionip in Mila	(121,713)				(668)	(668)	(122,381)
	(121,110)				(000)	(555)	(122,001)

^{*} In the current financial year, included in other income are COVID-19 Business Support Measures in the form of Job Support Scheme grant provided by the Singapore Government which amounted to \$219,006.

** In the current financial year, included within rental of premises, equipment and miscellaneous under facilities costs are COVID-19 related rent concessions received from lessor of \$3,428.

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NOTES TO THE FINANCIAL STATEMENTSFor the financial year ended 31 December 2021

DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted Funds			Restricted Funds			Total Funds
	Accumulated <u>Funds</u> \$	Project <u>Funds</u> \$	In memory of Jagraj Verma <u>Fund</u> \$	Sexual Assault Care Centre <u>Fund</u> \$	Support Services (Helpline) Fund \$	Total restricted Funds \$	\$
2020 EXPENDITURE (Continued)							
Charitable activities expenses							
Staff costs	(0.40,00.4)	(0.40, 44.4)		(227.422)	(000 007)	(4, 470, 500)	(0.447.450)
Staff salaries, bonus and CPF	(643,864)	(846,411)	-	(287,190)	(339,987)	(1,473,588)	(2,117,452)
Training and development fees Intern allowance	(7,183)	(1,160)	-	- (4.162)	- (4.270)	(1,160)	(8,343)
Staff insurance	(17,572) (3,880)	(20,901) (548)	-	(4,163) (3,293)	(4,270) (3,293)	(29,334) (7,134)	(46,906) (11,014)
Staff welfare	(7,063)	(7)	-	(98)	(3,293)	(137)	(7,200)
Staff training	(4,772)	(7)	_	(90)	(32)	(137)	(4,772)
Medical fees	(1,262)	(180)	_	(1,082)	(1,082)	(2,344)	(3,606)
Wiediodi 1003	(685,596)	(869,207)		(295,826)	(348,664)	(1,513,697)	(2,199,293)
Facilities costs	(333,333)	(000,201)		(200,020)	(0.0,00.)	(1,010,001)	(=,:00,=00)
Office operating expenses	(7,110)	(2,623)	-	(5,231)	(13,369)	(21,223)	(28,333)
** Rental of premises, equipment and miscellaneous	(8,430)	(2,020)	-	(3,039)	(3,039)	(8,098)	(16,528)
IT and computer expenses	(12,901)	(306)	-	(102)	(7,902)	(8,310)	(21,211)
·	(28,441)	(4,949)	-	(8,372)	(24,310)	(37,631)	(66,072)
Programme costs		<u>.</u>					· · · · · ·
Other activities operating expenses	(26,153)	(117,277)	(2,300)	-	-	(119,577)	(145,730)
Counselling	-	-	-	(16,080)	(55,350)	(71,430)	(71,430)
Transportation and travel	(3,807)	(1,544)	-	(833)	(361)	(2,738)	(6,545)
Refreshment	(1,436)	(91)		(92)	(1,290)	(1,473)	(2,909)
	(31,396)	(118,912)	(2,300)	(17,005)	(57,001)	(195,218)	(226,614)
Other operating expenses		(00.550)				(00.550)	(00.550)
Care and share disbursement	-	(28,556)	-	-	-	(28,556)	(28,556)
General consultancy Honorarium	(950)	(2,890) (6,365)	(420)	-	-	(2,890) (6,785)	(2,890)
Bank charges	(10,127)	(3,596)	(420)	(59)	-	(3,655)	(7,735) (13,782)
Commission expenses	(38,958)	(3,590)	-	(59)	-	(3,033)	(38,958)
Insurance	(1,598)	(228)	_	(1,370)	(1,370)	(2,968)	(4,566)
Entertainment	(140)	(220)	_	(1,070)	(1,070)	(2,000)	(140)
Advertising	(128)	(64)	-	-	-	(64)	(192)
General expenses	(276)	(72)	-	(320)	(52)	(444)	(720)
Membership and subscription	(53)	(8)	-	(45)	(45)	(98)	(151)
Marketing and publicity	(4,379)	(2,779)	-	(1,244)	(989)	(5,012)	(9,391)
	(56,609)	(44,558)	(420)	(3,038)	(2,456)	(50,472)	(107,081)
	(802,042)	(1,037,626)	(2,720)	(324,241)	(432,431)	(1,797,018)	(2,599,060)
Governance costs Audit fees	(8,482)	(356)	<u>-</u> _	(2,131)	(2,131)	(4,618)	(13,100)
Other expenditure Depreciation of plant and equipment	(22,120)	(3,227)		(727)		(3,954)	(26,074)
TOTAL EXPENDITURE	(954,357)	(1,041,209)	(2,720)	(327,099)	(435,230)	(1,806,258)	(2,760,615)
NET INCOME/(LOSS) FOR THE FINANCIAL YEAR	1,616,571	(240,827)	(2,720)	12,987	(63,378)	(293,938)	1,322,633

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

8 CASH AND CASH EQUIVALENTS

	<u>2021</u> \$	<u>2020</u> \$
Cash at banks	3,751,159	2,928,695
Fixed deposits	2,831,609	2,823,746
Short-term deposits	614,237	613,698
•	7,197,005	6,366,139

Cash at banks are held in interest bearing accounts and earn interest at a rate of 0.005% (2020: 0.005%) per annum.

Short-term deposits have a maturity of 1 month (2020: 1 month) and earn interest at a rate of 0.05% (2020: 0.03%) per annum.

The Society's unused funds are placed in Singapore Dollar-denominated fixed deposits with a local financial institution. Fixed deposits earn interest at rates ranging from 0.23% to 0.55% (2020: 0.25% to 0.85%) per annum and mature between March 2022 to November 2022 (2020: March 2021 to November 2021).

For the purpose of the statement of cash flows, cash and cash equivalents are comprised of the balances as shown above.

Cash and cash equivalents are denominated in Singapore Dollar.

9 RECEIVABLES

	<u>2021</u>	<u>2020</u>
	\$	\$
Third parties	141,426	268,400
Government funding receivables	52,622	23,506
Prepayments	4,297	10,695
Interest receivables – fixed deposits	3,367	3,674
Deposits	1,431	1,631
	203,143	307,906
Total receivables (excluding prepayments)	198,846	297,211
Add: Cash and cash equivalents (Note 8)	7,197,005	6,366,139
Total financial assets carried at amortised cost	7,395,851	6,663,350

Receivables are denominated in Singapore Dollar.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

10 PLANT AND EQUIPMENT

	Office equipment and furniture	Computers \$	Air conditioners	Renovation \$	Total \$
Cost					
At 1 January 2020	3,638	3,691	1,862	393,311	402,502
Additions	-	-	2,181	-	2,181
At 31 December 2020					
and 1 January 2021	3,638	3,691	4,043	393,311	404,683
Additions	-	8,552	-	5,320	13,872
At 31 December 2021	3,638	12,243	4,043	398,631	418,555
Accumulated depreciation At 1 January 2020 Charge for the financial year At 31 December 2020 and 1 January 2021	3,638	3,691 - 3,691	1,862 727 2,589	278,520 25,347 303,867	287,711 26,074 313,785
Charge for the financial year	3,030	2,850	2,309 727	23,667	27,244
At 31 December 2021	3,638	6,541	3,316	327,534	341,029
Net carrying amount At 31 December 2020	-	-	1,454	89,444	90,898
At 31 December 2021	-	5,702	727	71,097	77,526

11 PAYABLES

	<u>2021</u>	<u>2020</u>
	\$	\$
Contract liabilities	380,383	223,189
Accruals	401,586	183,132
Provision for reinstatement cost	110,600	110,600
	892,569	516,921
Total payables	892,569	516,921
Less: Provision for reinstatement cost	(110,600)	(110,600)
Total financial liabilities carried at amortised cost	781,969	406,321

Contract liabilities relate to grant or donations received in advance for future accounting periods or the donor has imposed conditions which must be met before the Society has unconditional entitlement.

Payables are denominated in Singapore Dollar.

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NOTES TO THE FINANCIAL STATEMENTS

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12 FUNDS

Unrestricted funds - Accumulated funds

Accumulated funds are expendable at the discretion of the Board in furtherance of the Society's objectives and purposes.

<u>2021</u>	At the beginning of financial year \$	Income \$	Expenditure \$	Transfers from/(to) \$	At the end of financial year \$
Main Fund Catalyse Consulting AWARE SAGA Next Gen AWARE Fest 2020 AWARE House Party 2020 Total funds	3,921,911 409,026 - 189,479 - 378,208 4,898,624	729,122 1,020,725 814 98,259 5,308 100,000 1,954,228	(265,749) (556,581) (6,762) (84) (100) (601) (829,877)	(32,262) - 5,948 - - - (26,314)	4,353,022 873,170 - 287,654 5,208 477,607 5,996,661
2020					
Main Fund Catalyse Consulting International Women's Day AWARE SAGA Next Gen AWARE Fest 2020 AWARE House Party 2020 Time Traveller's Ball 2019	2,587,330 337,046 - 19,738 - - 291,010	1,353,010 521,635 - 169,479 30,699 496,105	(368,830) (449,655) (2,329) (26,170) - (34,476) (72,897)	350,401 - 2,329 6,432 20,000 3,777 (45,000) (291,010)	3,921,911 409,026 - 189,479 378,208
Total funds	3,235,124	2,570,928	(954,357)	46,929	4,898,624

Restricted funds - Project funds

	At the beginning of			Transfers	At the end of
	financial year	Income	Expenditure	from/(to)	financial year
<u>2021</u>	\$	\$	\$	\$	\$
Aim for Zero	31,596	24,443	(17,513)	(13,200)	25,326
Building Dreams Project	18,667	-	(11,152)	-	7,515
Care and Share	-	-	(249,183)	-	(249,183)
Domestic Violence Fund	(29,545)	17,187	(128)	12,486	-
GER Fund	-	13,163	(26,991)	13,828	-
Growing Up Indian Fund	-	17,630	(300)	1,851	19,181
Health Promotion Board	(15,913)	2,000	(4,510)	-	(18,423)
Hope in the Dark	-	405,544	(2,553)	-	402,991
MIS Research	14,701	-	(14,701)	-	-
President's Challenge	-	-	(13,200)	13,200	-
Superwomen in Concert	44,237	-	(5,200)	(39,037)	-
Research & Advocacy	(3,396)	100,802	(522,757)	-	(425,351)
SELF	15,000	-	-	-	15,000
S.H.E. Project	67,783	51,690	(115,560)	-	3,913
Support Group	6,576	-	(10,717)	-	(4,141)
Vulnerable Women Fund	529,883	120,978	(221)	-	650,640
We Can	12,730	15	(11,046)	-	1,699
Total funds	692,319	753,452	(1,005,732)	(10,872)	429,167

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12 FUNDS (Continued)

Restricted funds - Project funds (Continued)

<u>2020</u>	At the beginning of financial year \$	Income \$	Expenditure \$	Transfers from/(to) \$	At the end of financial year \$
Aim for Zero	99,184	31,707	(99,295)	-	31,596
Building Dreams Project	69,525	1,410	(52,268)	-	18,667
Care and Share	349,083	-	(113,969)	(235,114)	-
Domestic Violence Fund	-	41,270	(70,815)	-	(29,545)
Health Promotion Board	-	-	(15,913)	-	(15,913)
Power Fund	-	-	(1,119)	1,119	-
MIS Research	131,068	5,000	(121,367)	-	14,701
Superwomen in Concert	18,253	37,088	(11,104)	-	44,237
Research & Advocacy	180,102	55,366	(400,930)	162,066	(3,396)
SELF	15,000	-	-	-	15,000
S.H.E. Project	73,700	77,792	(83,709)	-	67,783
Support Group	9,695	18,300	(21,419)	-	6,576
Vulnerable Women Fund	-	531,432	(1,549)	-	529,883
We Can	59,465	1,017	(47,752)	-	12,730
Total funds	1,005,075	800,382	(1,041,209)	(71,929)	692,319

Restricted funds - fund descriptions

Restricted funds comprise of the following:

(a) Project Fund: Aim for Zero

Aim for Zero is used to fund the Society's initiative to promote zero tolerance to sexual assault and harassment through research, advocacy, education and community engagement.

(b) Project Fund: Building Dreams Project

In collaboration with Daughters of Tomorrow ("DOT"), the Building Dreams Project aims to support and empower lower income women by providing them with back to work support, skills development, employment-bridging and emotional support. This project also includes research and advocacy to campaign for more support for this group.

(c) Project Fund: Care and Share

The Care and Share fund is a dollar for dollar matching grant provided by the Government. It is restricted and should be use for infrastructural capability and capacity building and new programme development of the social service sector.

During the year, the management transferred to the Main Fund an amount which MSF had approved for care and share funds to be used for expenditures relating staff and operations incurred in prior years. 90% of the care and share grant had been disbursed to the Society. The last 10% will be disbursed upon successful completion of all the projects.

(d) Project Fund: Domestic Violence Fund

This fund is used to support the Society's work in providing services to women affected by domestic violence.

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12 FUNDS (Continued)

Restricted funds – fund descriptions (Continued)

Restricted funds comprise of the following: (Continued)

(e) Project Fund: GER Fund

GER Fund is used to fund AWARE's work in responding to the National Review on gender equality and women related issues in Singapore, including preparing AWARE's submission to the review and engaging the community to co-create its policy wish lists.

(f) Project Fund: Growing Up Indian

Growing Up Indian Fund is used to fund community activities and a new anthology of stories to promote an understanding of gender and the Indian experience in Singapore.

(g) Project Fund: Health Promotion Board

This Project Fund relates to the project sponsored by the Health Promotion Board to create and run workshops to educate and empower parents to communicate with their teens about sex, consent, and relationships.

(h) Project Fund: Hope in the Dark

Hope in the Dark is used to fund work against sexual violence, including the running of the Sexual Assault Care Centre, Birds & Bees parents' sex education programme, Sexual Assault First Responder Training, and Research and Advocacy work related to this area.

(i) Project Fund: MIS Research

The MIS Research provides funding for a research study in establishing the minimum amounts of money that different types of households need to live in Singapore for purposes of studying financial adequacy and vulnerability, including the gender dimensions of this issue.

(j) Project Fund: President's Challenge

President's Challenge is used to fund the Aim for Zero Campaign excluding Workplace Harassment and Gender Discrimination Research.

(k) Project Fund: Power Fund

The Power Fund provides financial and capacity-building support to emerging organisations, and new initiatives of established organisations that work with marginalised women and girls.

(I) Project Fund: Superwomen in Concert

Superwomen in Concert is part of AWARE's 35th anniversary celebration in this year, where Singapore's biggest female entertainer will come together in one fund-raising concert. Proceeds will benefit AWARE's Women's Helpline and Sexual Assault Care Centre services - integral parts of the NGO's wide-reaching work towards gender equality.

Superwomen in Concert had been originally scheduled to take place at the Esplanade Concert Hall in March 2020. When the COVID-19 pandemic erupted, the Concert was postponed to April 2021. However, with the ongoing Pandemic and safe management measures restricting audience size, AWARE decided to cancel the Concert. Donors and ticket holders were offered refunds or could elect to donate the money to AWARE.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

12 FUNDS (Continued)

Restricted funds – fund descriptions (Continued)

Restricted funds comprise of the following: (Continued)

(I) Project Fund: Superwomen in Concert (Continued)

Customers who have purchased public tickets from Ticketmaster (formerly known as APACTix) automatically received a full refund from them. The refund was automatically credited to the same credit card used for the transaction. Patrons who purchased via cash or NETS were contacted by Ticketmaster for refund arrangement.

The deadline for charity package buyers to request refunds from AWARE was 28 January 2021. Buyers and donors were informed that if the Society did not receive their request for a refund, the Society would treat their charity ticket donations for the Women's Helpline, Sexual Assault Care Centre services and other AWARE work. AWARE has refunded all buyers and donors who requested for a refund and also fulfilled all its obligations to vendors, performers, service providers, who provided goods and services to AWARE in relation to this project. Funds remaining in this account have been transferred to the Sexual Assault Care Centre Fund and Support Services(Helpline) Fund.

(m) Project Fund: Research & Advocacy

Research and Advocacy fund is used to fund the Society's research, advocacy and communications work in furtherance of its objectives.

(n) Project Fund: SELF

SELF fund constitutes monies awarded by the National Council of Social Services to the Society to develop a phone app, "SELF", designated to protect against verbal abuse.

(o) Project Fund: S.H.E. Project

S.H.E. Project is used to fund the Society's S.H.E. programme to provide support, housing and empowerment for lower income mothers and their families.

(p) Project Fund: Support Group

The Support Group funds various support groups for women, including women contemplating or undergoing divorce and victims of sexual assault.

(q) Project Fund: Vulnerable Women Fund (VWF)

VWF is used to fund the running of the Women's Helpline, Sexual Assault Care Centre, the S.H.E. Project Shelter, and the Research and Advocacy work, especially during the period of pandemic.

(r) Project Fund: We Can

We Can fund is used to carry out the We Can! End All Violence against Women campaign that is aimed at educating and mobilising individuals to commit and take steps to end violence against women.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2021

12 FUNDS (Continued)

Restricted funds – fund descriptions (Continued)

Restricted funds comprise of the following: (Continued)

(s) In Memory of Jagraj Verma Fund

This is a restricted fund donated by the friends and family members of the late Jagraj Verma. The fund is to be used in programmes to educate, empower and support women.

(t) Sexual Assault Care Centre Fund

Sexual Assault Care Centre Fund, formerly known as Sexual Assault Befriender Service, is used to fund the Society's Sexual Assault Care Centre. This care centre provides comprehensive services, including drop-in centre, helpline, counselling, case management, legal advice and befriender services to victims of sexual assault and harassment.

(u) Support Services (Helpline) Fund

Support Services (Helpline) Fund is used to provide an array of services that support women through crisis, including a crisis helpline, legal advice and counselling.

13 INCOME TAX

The Society is registered as a charity organisation under the Charities Act, Chapter 37. As an approved charity, it is exempted from income tax under Section 13(1) of the Income Tax Act, Chapter 134.

14 TAX DEDUCTIBLE RECEIPTS

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted enhanced tax deduction for the donations made to the Society. The tax deduction is 2.5 times effective 1 January 2016 until 31 December 2018. This has been extended for another three (3) years until 31 December 2021.

During the financial year ended 31 December 2021, the Society issued tax deductible receipts for donations received amounting to \$1,453,655 (2020: \$2,118,947).

15 LEASES

As a lessee, the Society has lease contracts for its office premises with lease term of 12 months or less and a lease on a photocopier machine with low value. The Society applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

(a) Amounts recognised in statement of financial activities

	2021 \$	<u>2020</u> \$
Lease expense not capitalised - expense related to short-term lease - expense related to low value lease Total amounts recognised in the statement of	7,714 3,274	10,914 3,274
financial activities	10,988	14,188

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NOTES TO THE FINANCIAL STATEMENTS

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15 **LEASES** (Continued)

(a) Amounts recognised in statement of financial activities (Continued)

In the current financial year, included within expense related to short-term lease are COVID-19 related rent concessions received from lessor of \$2.571 (2020: \$3.428).

(b) Total cash outflows

The Society had total cash outflows for its lease of \$10,988 (2020: \$14,188).

16 BASIS OF ALLOCATION OF EXPENDITURE

The Board of Management approved the change to the method of overhead attribution to the operational departments, as a Management Fee and an Administration Fee. These will be calculated each year as part of the annual budgeting process.

Management Fee

A proportion of staff costs (related to the services shared across all of AWARE including HR, Office Operations, Finance and Accounting Fundraising, Constituency Management, Partnership management and Management ('Shared Services")) charged under the "Unrestricted Main" cost centre will be equitably shared and internally charged to the three Programme Departments – CARE, ARC and Catalyse Consulting - to account for the Shared Services provided to each of these Programme Departments.

This 'Management Fee' is charged to the Programme Departments monthly and is based on the budgeted MAIN staff costs (including contributions and benefits), and attribution percentages for each Programme Departments agreed by the Board for the respective year. The attribution percentages are based on an estimate of the respective Programme Department's usage of the various Shared Services for the respective year.

Any variation from budget during the year, whether from a change in staff or terms of engagement of the staff providing the Shared Services, will remain within the 'Unrestricted Main' cost centre and will not be passed to the Programme Departments.

Administration Fee

A proportion of non-staff operating overheads charged under the 'Unrestricted Main' cost centre will be internally charged to the Programme Departments to equitably share the overheads between departments.

This 'Admin Fee' will be charged monthly and is based on the budgeted overhead costs and attribution percentages to the Programme Departments agreed by the Board for the respective year. The attribution percentages are based on an estimate of the respective Programme Department's usage of the overheads for the respective year.

Any variation from budget during the year will remain within 'Unrestricted Main' cost centre and will not be passed to the Programme Departments.

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16 BASIS OF ALLOCATION OF EXPENDITURE (Continued)

Overheads or common expenditure that are attributed to the operational departments include the following expenditure:

- (i) Audit fees
- (ii) Board meeting refreshment
- (iii) Pest Control
- (iv) Newspaper and magazines
- (v) Pantry supplies
- (vi) Photocopying usage
- (vii) Postage, printing and stationery
- (viii) Repair and maintenance
- (ix) Insurance public/fire
- (x) Staff Insurance
- (xi) Dental and medical expenses
- (xii) Rental of equipment
- (xiii) Rental of premises and facilities
- (xiv) Telecommunication expenses
- (xv) Utilities
- (xvi) Conservancy charges

17 FINANCIAL RISK MANAGEMENT

The Society's activities expose it to a variety of financial risks from its operations and the use of financial instruments. The key financial risks include credit risk and liquidity risk. The Society has no interest rate risk, foreign currency risk and market price risk.

There has been no change to the Society's exposures to these financial risks or the manner in which it manages and measures the risks.

The policies for managing these risks are summarised below:

Credit risk

Credit risk refer to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Society. The Society's exposure to credit risk arises primarily from receivables. For other financial assets that is cash and cash equivalents, the Society minimises credit risk by dealing exclusively with reputable financial institutions with high credit ratings.

The Society considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Society has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Society's historical information.

To minimise credit risk, the Society has developed and maintained the Society's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Society's own trading records to rate its major customers and other debtors. The Society considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Internal credit rating;
- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;

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17 FINANCIAL RISK MANAGEMENT (Continued)

Credit risk (Continued)

To minimise credit risk, the Society has developed and maintained the Society's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Society's own trading records to rate its major customers and other debtors. The Society considers available reasonable and supportive forwarding-looking information which includes the following indicators: (Continued)

- Actual or expected significant changes in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor; or
- Significant changes in the expected performance and behavior of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Society determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

The Society categorises receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Society. Where loans and receivables have been written off, the Society continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The following are credit risk management practices and quantitative and qualitative information about amounts arising from expected credit losses for receivables.

Receivables

The Society's other receivables comprise mainly of government funding receivables and receivables from third parties. These receivables are considered to be low credit risk as these have low risk of default and the counterparties have a strong capacity to meet its contractual cash flow obligation if demanded in the near term. Accordingly, the Society measured the impairment loss allowance using 12-month ECL and determined that the ECLs is insignificant.

Liquidity risk

Liquidity risk is the risk that the Society will be unable to meet its short-term obligations and this arises due to shortage of funds.

Liquidity risk for the Society is minimal as management monitors and ensures that the Society maintains a level of cash and cash equivalents deemed adequate to finance the Society's operations.

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NOTES TO THE FINANCIAL STATEMENTS

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17 FINANCIAL RISK MANAGEMENT (Continued)

Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Society's financial assets and liabilities at the reporting date based on contractual undiscounted repayment obligations.

		<u>2021</u>	
	Carrying	Contractual	One year
	<u>amount</u>	cash flows	<u>or less</u>
	\$	\$	\$
Financial assets			
Cash and cash equivalents	7,197,005	7,197,005	7,197,005
Receivables (excluding prepayments)	198,846	198,846	198,846
Total undiscounted financial assets	7,395,851	7,395,851	7,395,851
Financial liabilities			
Payables (excluding provision for reinstatement cost)	781,969	781,969	781,969
Total undiscounted financial liabilities	781,969	781,969	781,969
Total net undiscounted financial assets	6,613,882	6,613,882	6,613,882
		2020	
	Carrying	Contractual	One year
	<u>amount</u>	cash flows	or less
	\$	\$	\$
-			
Financial assets			
Financial assets Cash and cash equivalents	6,366,139	6,366,139	6,366,139
	6,366,139 297,211	6,366,139 297,211	6,366,139 297,211
Cash and cash equivalents			
Cash and cash equivalents Receivables (excluding prepayments)	297,211	297,211	297,211
Cash and cash equivalents Receivables (excluding prepayments) Total undiscounted financial assets	297,211 6,663,350	297,211 6,663,350	297,211 6,663,350
Cash and cash equivalents Receivables (excluding prepayments) Total undiscounted financial assets Financial liabilities	297,211	297,211	297,211

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18 FAIR VALUE OF ASSETS AND LIABILITIES

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

(a) Fair value hierarchy

The Society categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Society can access at the measurement date,

Level 2 – Inputs other that quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and

Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that are inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

(b) Assets and liabilities not measured at fair value

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

Cash and cash equivalents, receivables and payables

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

There have been no transfers between Level 1 and 2 during the financial years ended 31 December 2021 and 2020.

The Society has no fair value measurement recognised in the statement of financial position as at 31 December 2021 and 2020.

19 FINANCIAL INSTRUMENTS BY CATEGORY

At the reporting date, the aggregate carrying amounts of financial assets and financial liabilities carried at amortised cost were disclosed in Notes 9 and 11 to the financial statements.

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20 FUND RAISING EXPENSES

	<u>2021</u> \$	<u>2020</u> \$
Total donations from fund raising activities	-	2,413,404
Sponsorship-in-kind from fund raising activities	-	36,787
Direct costs of fund raising expenses	-	84,926
Percentage of direct fund raising expenses and sponsorships in kind over total donations and		
sponsorships from fund raising activities		5%
Percentage of direct fund raising expenses over total		
donations from fund raising activities		4%

21 MANAGEMENT OF CONFLICT OF INTEREST POLICY

During the current and previous financial year, no board members has received any remuneration from the Society for their board services.

The Board of Management is required to disclose any interest that they may have, whether directly or indirectly, that the Society may enter into or in any organisations that the Society has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Society's supplier, user of services or beneficiary. Should there be any potential conflict of interest, the affected members may not vote on the issue that was the subject matter of the disclosure. Detailed minutes will be taken on disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

22 RESERVES POSITION AND POLICY

Reserves position

The table below summarises the Society's reserves position at the reporting date:

			Increase/(decrease)		Percentage of increase/(decrease)	
	<u>2021</u> \$	<u>2020</u> \$	<u>2021</u> \$	<u>2020</u> \$	<u>2021</u> %	<u>2020</u> %
Unrestricted fund Restricted funds Total funds	5,996,661 588,444 6,585,105	4,898,624 1,349,398 6,248,022	1,098,037 (760,954) 337,083	1,663,500 (340,867) 1,322,633	22.42 (56.39) 5.40	51.42 (20.17) 26.85
Total annual operating expenditure	3,119,162	2,760,615	358,547	57,189	12.99	2.12
Ratio of total funds to annual operating expenditure	2.11	2.26				
Ratio of total unrestricted funds to annual operating						
expenditure	1.92	1.77				

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NOTES TO THE FINANCIAL STATEMENTS

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22 RESERVES POSITION AND POLICY (Continued)

Reserves policy

The Society's reserves policy is as follows:

To maintain its reserves at a level which is at least equivalent to 12 months' worth of annual operating expenditure in view of the 12-month lead time for grants to be approved and disbursed.

The reserves will be used in the following manner:

- (a) The Reserves will be held either in cash in current or fixed deposit accounts in accordance with risk guidelines focused on minimising risk and maintaining liquidity. These operational guidelines have been established and approved by the Board of Management.
- (b) The Board of Management regularly (half year) reviews the amount of reserves that are required to ensure that they are adequate.
- (c) If the Reserves fall below threshold of 12 months operating expenses, approval from the Board of Management will be required to utilise the remaining Reserves. Management will inform the Treasurer/Assistant Treasurer, at least 3 months before the cashflow is expected to breach the threshold.

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