



RESTROOM
ASSOCIATION
(SINGAPORE)

ANNUAL REPORT FOR YEAR ENDED 31 MARCH 2024

1. ABOUT US

Objective

The two primary objects of the Restroom Association (Singapore) or RAS are to improve the quality of life of the people by continuously generating a high level of public awareness for the importance of a good restroom environment and to help the low income and disadvantaged. In furtherance of the first object, RAS may gather resources and promote creative development in design, usage and methods of operation to achieve the above objects; set world-class standards of excellence in restroom environment; and network with other toilet or restroom associations or bodies worldwide for ideas, social, health and cultural exchanges; liaise with Government authorities and other non-governmental organisations to organize joint activities. In furtherance of the second object, the RAS may initiate training programmes and increase the employability and skills of the low income and disadvantaged.

Our Vision

A Gracious Society Embracing Excellence in Restroom Culture

Our Mission

Building an excellent restroom culture by:

- Encouraging owners to provide quality restrooms;
- Lobbying the cleaning industry to meet the right standards;
- Educating socially responsible users;
- Recognising organisations and individuals for their contributions.

Our Core Values

- **R**apport: We share knowledge and resources to achieve common goals through mutual partnerships and collaborations.
- **A**dvocacy: We initiate sustainable programmes to continuously generate a high level of public awareness on the importance of a good restroom environment.
- **S**tandard: We aim to set a world-class standard of excellence in the restroom environment through our quality work, commitment and service.

2. OVERVIEW

The Restroom Association (Singapore) or RAS was set up on 8 December 1998 as a society. It was registered as a charity under the Charities Act on 9 January 2004. It has been accorded IPC (Institution of a Public Character) status from 1 November 2021 to 31 October 2024.

Unique Entity Number (UEN)	S98SS01697J
Registered Address	Block 2 Balestier Road #03-679 Singapore 320002
Advisor	Mr See Kim Leng Colin James (2 September 2022)
Banker	United Overseas Bank
Internal Honorary Auditor	Ms Tan Puay Hoon (2 September 2022)
External Auditor	Mr Gan Chek Huat, Fiducia LLP (1 April 2020) Certified Public Accountants, Singapore

3. LEADERSHIP

The RAS is governed by its Board, who is responsible for ensuring that RAS is well managed and abides by its charitable aims. The Board appoints a Head of the Secretariat such as an Executive Director, who is responsible for managing the daily operations of the RAS. The Secretariat refers to full-time paid staff who do not have any rights to vote and to hold office in RAS.

Governing Board

Name	Occupation	Current Board Appointment	Past Board Appointments
Mr Ho Chee Kit	Senior Director, C&W Services Singapore	Honorary President 2 Sep 2022	Honorary President Since 29 Aug 2018 Honorary Secretary 20 Sep 2016 17 Sep 2012 Honorary Treasurer 25 Sep 2014 30 Sep 2010
Mr Martin Vincent Marini	Consultant, Singapore Organisation of Seamen	Honorary Secretary 2 Sep 2022	Honorary Treasurer 29 Sep 2020 Board Member 24 Sep 2014 to 20 Sep 2016

Mr Selvakumar Simon	Senior Lecturer, Republic Polytechnic	Honorary Treasurer 2 Sep 2022	Honorary Treasurer 29 Aug 2018 Board Member 24 Sep 2014 to 20 Sep 2016
Mr Jack Sim Juek Wah	Director, Besco Building Supplies (SEA) Pte Ltd	Board Member 2 Sep 2022	Board Member 30 Sep 2010 to 20 Aug 2018
Mr Ng Meng Hiong	Retiree, Former Deputy Director, National Environment Agency	Board Member 2 Sep 2022	Board Member Since 29 Aug 2018

Executive Management Team

Mr Emerson Hee Hong Kum
Executive Director
Appointed to position since 26 April 2013

4. FINANCE AND FUNDING

RAS is financially supported partially by the government and through its programme fees mostly from the Happy Toilet Programme, a chargeable service on the star-rating of public toilets. Public donations received are used to purchase grocery vouchers to be given out to restroom cleaning attendants.

Summary Financial Performance

- Total Income (including grants, programme fees and donations): \$266,678
- Total Expenditure: \$307,645
- Public Donations: \$7,285
- Corporate Donations: \$8,000
- Total Loss: \$40,967

Compared to the previous year, there was a negligible increase in income but a higher increase in expenses.

More details can be found in the financial statements.

5. PROGRAMMES AND ACTIVITIES

- STAR (Sustaining Toilets As Restrooms) Awards Programme: Education programme for primary & secondary school students
- Happy Toilets @ Preschools Programme: Education programme for pre-schoolers
- Happy Toilet Programme: A star-rating programme for toilets
- LOO (Let's Observe Ourselves) Awards: An award ceremony to recognise organisations & individuals including restroom cleaning attendants for their restroom-related contributions

- LOO Campaign @ Hawker Centres: 3-year campaign targeting hawker centres from April 2021 to March 2024
- SaniGives: Initiative to raise awareness about showing kindness and recognition towards cleaning attendants.

Calendar of Events

April 23 - March 24	STAR (Sustaining Toilets As Restrooms) Awards Programme
April 23 - March 24	Happy Toilets @ Preschools Programme
April 23 - March 24	Happy Toilet Programme
April 23 - March 24	LOO Campaign @ Hawker Centres
17 November 23	LOO Awards

6. FUTURE PLANS AND COMMITMENTS

Programmes and Activities

The current year is a year of resetting priorities and focusing on programs where the effort-to-reward ratio is the highest. Reviewing the product mix, the two significant streams for RAS are

1. Expanding and enriching the Happy Toilet Program—Last year the total coverage was less than a 1000 toilets. Given that the total universe is in excess of 30,000, this presents a huge upleveling opportunity. At the same time, the program currently is underpriced and needs to become more relevant and useful for current partners. Hence a two-pronged approach needs to be created where new users are actively sought and current users and penetrated more deeply.
2. Deepening the relationship with NEA—This is the Year of Public Hygiene and also the year where the focus is squarely on coffeeshops for the first time. There are over 1000 coffeeshops where a lot of programs need to be done to impact the whole eco system. RAS has shared multiple ideas to address this issue and while these ideas have been appreciated, there has not been a closure yet. We are hopeful to build a strong 4 year program to sustain efforts in this important segment

This year has made us realize that we need a strong fundraising and crowd-funding strategy to be able to execute some of our programs. With the mainstreaming of ESG and the continued importance of CSR, we need to reach out to the relevant private sector to create more meaningful partnerships. This is currently in the works and will be shared at the next opportune moment with the Board.

Aside from these, the entire school program will be revamped. Currently, it is priced very low and the value proposition itself is questionable. The program has also scaled down over the years and it needs a new thrust.

A new core expertise around Training is sought to be created. At one level, we are exploring the creation of a World Toilet College in partnership with WTO and Red Cross and at

another level, we are also exploring how we can work with the Environment Association of Singapore to design and deliver training programs for the cleaning community.

Finally, the LOO Awards will continue to be the recognition platform for the Industry where we will recognize the great work done by Individuals, Organizations, the HTP and Schools.

Projected Expenditure

While the operating expenses of the Organisation will remain the same, there is likely to be a marginal increase in manpower costs due to overlapping executives in transitions.

Staff	\$240,000
Toilet auditing	\$ 10,000
Transportation	\$ 4,000
Educational materials	\$ 5,000
Event management	\$ 32,000
Office rental, conservancy & utilities	\$ 22,500
Broadband, telecommunications & website	\$ 5,000
Accounting & auditing	<u>\$ 10,000</u>
TOTAL	<u>\$328,500</u>

Fund-raising Plans

Projected annual donations: \$50,000.

We have a Giving.sg donation portal to raise funds from the public. It has been severely underutilized so far. We will consciously push it and use the funds generated not only for supporting cleaners but also for creating some bespoke programs where these funds will be utilized. We have also a set of very underutilized media assets and we will use these to engage the public for crowdfunding some of our activities.

Fund-raising expenses is minimal as no physical fund-raising event is held.

7. GOVERNANCE

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of RAS, the Board has a term limit of ten years. According to the Constitution, the Treasurer has a term limit of two years and cannot be re-elected. He/she must be elected at an Annual General Meeting every second year.

Current Honorary President Mr Ho Chee Kit has served more than 10 consecutive years as Honorary Secretary and Honorary Treasurer before he was elected as President on 29 Aug 2018. Apart from the requirement to have previously held both positions as Secretary and Treasurer,

the elected President will also need to be well versed in RAS' programmes and operations so that he/she can effectively mentor and evaluate the new Head of RAS in the event if the Head of RAS resigns. As RAS is small with only three staff including the Head, therefore the President is required to know the role of the Head very well to minimise any risk of disruption.

Succession Plan

- The President can seek Board's agreement to invite potential person(s) to join as Individual Member followed by election to the Board. According to the Terms of Reference, the profession of the invited person(s) should be accounting, architect, education, engineering, human resources, legal, medical, marketing & public relations and retail. If the invited person(s) is interested in joining the Board, according to the Constitution, he/she will need to submit the Individual Membership Form to the Board for approval and he/she can only be elected into the Board at an Annual General Meeting.
- Potential person(s) can also be invited through a Board Match programme offered by the Centre for Non-Profit Leadership (CNPL).
- Prior to joining as an Individual Member, the persons can be invited to attend Board meetings at the request of the President. They shall have no voting rights and may be requested to leave the meeting at any time by the President.
- The President seeks to motivate Individual Members to run for Board membership, existing Board members to run for Secretary/Treasurer or existing Secretary/Treasurer to run for President. The elected President must have been both elected as a Secretary and Treasurer before. If the President has been elected consecutively for 6 years and foresees that he/she will be President for a maximum of 10 years, he/she will start to identify and communicate with a suitable member to run for President.

Board Meetings and Attendance

The Board members attended two meetings yearly including the Annual General Meeting. The attendances of the members for the two meetings from 1 April 2023 to 31 March 2024 were as follows:

Name	Designation	2 Sep 2022	21 Feb 2023
Mr Ho Chee Kit	Honorary President	Present	Present
Mr Martin Vincent Marini	Honorary Secretary	Present	Present
Mr Selvakumar Simon	Honorary Treasurer	Present	Absent
Mr Jack Sim Juek Wah	Board Member	Absent	Present
Mr Ng Meng Hiong	Board Member	Present	Absent

Disclosure of Remuneration and Benefits Received by Board Members

No Board members are remunerated for their Board services in the financial year.

Staffing

As at 31 March 2024, the staff strength is:

Executive Director	1(The New Executive Director was hired on 19 th Feb. Incumbent to move on by 3 rd week of May)
Manager	1
Executive (Admin/HR/Accounts)	1(The incumbent retires on 31 st May and replacement will join early May)
TOTAL	<u>3</u>

Disclosure of Remuneration of Three Highest Paid Staff

Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

There is one top key executive with an annual remuneration of \$110,498 which included salary, bonus and employer's CPF contribution. There are no paid staffs who are close members of the family of the Board or the Executive Director, who receives more than \$50,000. All paid staffs do not serve on the Board.

Reserve Policy

For more information on RAS' reserve policy, please refer to page 29 of the Financial Statements.

Conflict of Interest Policy

All Board members and employees are required to comply with RAS' conflict of interest policy as stated in the Constitution which requires each, when dealing in matters concerning RAS, to exercise his/her best care, skill and judgement for the sole benefit of RAS, and to make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. Staff and committee members are to be excluded from discussions and approvals of transactions to which they have a conflict of interest.

Whistle-Blowing Policy

RAS has in place, a whistle-blowing policy, which is published on its website, to address concerns about possible wrongdoings or improprieties in financial or other matters within RAS.

8. FINANCIAL STATEMENTS

Financial Statement for the financial year ended **31 March 2024** is attached.