



TRIATHLON ASSOCIATION OF SINGAPORE
ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

About Us

Triathlon Association of Singapore (TAS) is the National Governing Body for the sport of Triathlon, Duathlon, Aquathlon and its related multi-sport in Singapore. We are a not-for-profit organisation registered with the Registry of Societies (ROS) on 10 September 1992, and gazetted as a National Sports Association for the Sport of Triathlon in Singapore.

Our objectives (as listed in our constitution) are:

- Promote, develop and increase participation for the sport of Triathlon in Singapore.
- Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through the sport of Triathlon.
- To engage communities and provide Triathlon programs access to vulnerable segments of the community such as youth at risk and the less privileged.
- Unify, co-ordinate, sanction and organise Triathlon activities in Singapore, including national and international Triathlon tournaments and events.
- Raise the competitive standards of Triathlon athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
- To develop, select, support and manage Triathlon athletes at these international competitions and major games.
- Provide sport pathways and opportunities for the progression and advancement of Triathlon athletes, coaches and technical officials in Singapore.
- Raise the technical capability of Triathlon coaches and technical officials in Singapore.
- Develop and enforce rules and regulations, and coordinate technical information covering all aspects of Triathlon in Singapore
- To exercise complete jurisdiction of the sport of Triathlon in Singapore, over all matters pertaining to participation, including programs and events. This is to ensure safety, fair and evenness of the conduct of Triathlon in Singapore.
- Do all things complementary or incidental to attain the aforesaid objects above.

Our Vision:

To be the Leading Triathlon Nation in SEA

Our Purpose:

To advance the Sport of Triathlon in Singapore

Our Values & Mottos:

4 Fs (Focus, Flexibility, Fore-Sight, Fast)

Overview of TAS

Charity Status:

- TAS was registered as a Charity under the Charities Act (Chapter 37) since 1 June 2011.
- TAS has been accorded IPC (Institution of a Public Character) status from 28 February 2023 to 27 February 2026

Governing Instrument: TAS Constitution – V2021

Unique Entity Number (UEN): Others - S92SS0052C

Registered Address: 3 Stadium Drive, Sport Singapore #01-33 Singapore 397630

Auditor: S B Tan Audit PAC

Banker: United Overseas Bank Limited

Funding:

- TAS is financially supported by government annual grants from Sport Singapore.
- TAS supplement our operating expenses through fees collections from members, courses and events
- As a charity/IPC, we also accept donations from the public to support our objectives and programs.
- TAS also applied for One-Team Singapore (OTSF) matching grants to support our High Performance programs and athletes.
- TAS also applied for Tote Board Enhanced Fund Raising (EFR) Programme, with matching grants to support our community programs and events.

Affiliations:

Singapore National Olympic Council (SNOC)
Association of Commonwealth Triathlon (ACT)
South East Asia Triathlon Federation (SEATF)
Asia Triathlon (AST)
World Triathlon (TRI)

Leadership

TAS is governed by a Board, which is responsible for overseeing and managing the affairs of TAS other than those matters reserved for Annual General Meeting's approval. The main role and powers of the Board is to provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programs and resources are in place for TAS to meet its objectives.

Board Tenure:

Maximum Tenure of eight (8) consecutive years
For Treasurer, a maximum of four (4) consecutive years

Advisor / Patron:

Name	Occupation	Date of Appointment	Past Appointments
David Hoong (Kah Kuan)	Retiree	25 September 2020	President 2016 to 2020 Honorary Secretary 2006-2012, 2014-2016 Assistant Hon Secretary 2012-2014 Deputy President 2004-2006 MC Member 1996 - 2004

Board Members (2022 AGM to 2024 AGM):

Name	Current Board Appointment / Date of Appointment	Occupation	Past Board Appointments
Paul Rachmadi	President 29 Sept 2022	Deputy CEO Security & Risk Solutions Pte Ltd	President 2020-2022 Treasurer 2019-2020 Board Member 2018-2019
Yu Kok Chew	Deputy President 29 Sept 2022 Acting Treasurer 27 Mar 2023	Managing Director YNY Design + Construction Pte Ltd	Treasurer 2020-2022 Board Member 2020
James Middleditch	Secretary General 29 Sept 2022	Director INSEAD	Deputy President 2020-2022 Board Member 2018-2020
Michelle Evelyn Chow	Assistant Sec Gen 29 Sept 2022	Associate Performance Psychologist, InPsychful LLP	Board Member 2020-2022
Ivan Ng	Treasurer 29 Sept 2022 2 nd Assistant Treasurer 27 Mar 2023	Owner/CEO NGarde Group	NIL
Yvonne Teo	Assistant Treasurer 29 Sept 2022	Vice President Deutsche Bank Singapore	NIL
Ahmad Arif Ibrahim	Board Member 29 Sept 2022	Teacher Ministry of Education	Board Member 2020-2022
Benjamin Khoo	Board Member 29 Sept 2022	Chief of Staff Dsm-firmenich	NIL
Chew Yi Heng	Board Member 29 Sept 2022	Design Engineer Dyson Operations	NIL
Peter Chua Wee Leng	Board Member (Appointed) 1 Nov 2022 Chairman of Technical Committee	Swimming Coach	Treasurer 2016-2018 Board Member 2014-2016 2010-2012
Dr Adrian Ooi	Board Member (Appointed) 3 Nov 2023	Medical Director & Consultant Surgeon Polaris Plastic & Reconstructive Surgery	NIL

Dr Joshua Li	Board Member (Appointed) 3 Nov 2023	Doctor Singapore Health Services	NIL
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Board Members (2024 AGM to current):

Name	Current Board Appointment / Date of Appointment	Occupation	Past Board Appointments
Paul Rachmadi	President 30 Sept 2024	Deputy CEO Security & Risk Solutions Pte Ltd	President 2020-2024 Treasurer 2019-2020 Board Member 2018-2019
Michelle Evelyn Chow	Deputy President 30 Sept 2024	Associate Performance Psychologist, InPsychful LLP	Assist. Sec Gen 2022-2024 Board Member 2020-2022
James Middleditch	Secretary General 30 Sept 2024	Director INSEAD	Sec Gen 2022-2024 Deputy President 2020-2022 Board Member 2018-2020
Benjamin Khoo	Assistant Sec Gen 30 Sept 2024	Chief of Staff Dsm-firmenich	Board Member 2022-2024
Yu Kok Chew	Treasurer 30 Sept 2024	Managing Director YNY Design + Construction Pte Ltd	Deputy President 2022-2024 Acting Treasurer 2023-2024 Treasurer 2020-2022 Board Member 2020
Yvonne Teo	Board Member 30 Sept 2024	Director Deutsche Bank Singapore	Assist Treasurer 2022-2024
Chew Yi Heng	Board Member 30 Sept 2024	Design Engineer Dyson Operations	Board Member 2022-2024

Dr Joshua Li	Board Member 30 Sept 2024	Doctor Singapore Health Services	Board Member (Appointed) 2023-2024
Trevor Xie Sheng Jie	Board Member 30 Sept 2024	Director Conservation Capital Pte Ltd	Assist Sec Gen 2006-2010
Dr Adrian Ooi	Board Member (Appointed) 28 Oct 2024	Medical Director & Consultant Plastic Surgeon Polaris Plastic & Reconstructive Surgery	Board Member (Appointed) 2023-2024
Ong Si Ying Jasmine	Board Member (Appointed) 20 Nov 2024 Chairman of Technical Committee	Tutor, Freelance	NIL

Board Meetings and Attendance:

During the financial year ending 31 March 2025:

- One AGM was conducted on 30 September 2024
- Six Board Meetings were conducted before AGM (For Board Term of Office 2022 to 2024)
- Five Board Meetings were conducted after AGM (For Board Term of Office 2024 to 2026)

Board (For Term 2022 to 2024)	3 April 2024	13 May 2024	24 June 2024	22 July 2024	16 Aug 2024	28 Aug 2024	30 Sept 2024 (AGM)
Paul Rachmadi – President	/	/		/	/	/	/
Yu Kok Chew – Deputy President / Acting Treasurer			/	/	/	/	/
James Middleditch – Secretary General	/	/		/		/	/
Michelle Evelyn Chow - Assistant Sec Gen		/	/	/	/	/	/
Ivan Ng – Assistant Treasurer					/		/
Yvonne Teo – Assistant Treasurer		/	/	/	/	/	/
Ahmad Arif Ibrahim – Board Member		/	/	/		/	/
Ben Khoo – Board Member	/	/	/	/	/	/	
Chew Yi Heng – Board Member		/				/	/
Technical Committee Representative	/	/	/	/			/
Adrian Ooi – Board Member (Appointed)			/	/	/		
Joshua Li – Board Member (appointed)	/		/	/	/		/

Board (For Term 2024 to 2026)	30 Sept 2024 (AGM)	28 Oct 2024	3 Dec 2024	9 Jan 2025	25 Feb 2025	25 Mar 2025
Paul Rachmadi – President	/	/	/	/	/	/
Michelle Evelyn Chow – Deputy President	/	/	/	/	/	/
James Middleditch – Secretary General	/	/	/	/		/
Ben Khoo – Assistant Sec Gen		/	/	/	/	/
Yu Kok Chew – Treasurer	/	/	/	/	/	/
Yvonne Teo – Board Member	/		/	/		
Trevor Xie – Board Member	/	/		/	/	/
Joshua Li – Board Member	/	/	/	/	/	/
Chew Yi Heng – Board Member	/		/		/	
Technical Committee Representative	/	/	/	/	/	/
Adrian Ooi – Board Member (Appointed)			/		/	/

Secretariat

For the financial year ending 31 March 2025, there are 3 full time and 2 contract staff employed by TAS.

Name	Designation	Date of Appointment
Eugene Ong	Acting General Manager / High Performance Manager	From 1 Nov 2024 Acting High Performance Manager From 1 April 2024 General Manager From 1 August 2011 to Oct 2024 Assistant General Manager From 1 April 2011 Operations Executive From 2 January 2008
Jeff Lim Si Lin	Assistant General Manager	From 28 February 2025
Omar Bakar	Sports Development Manager	From 1 November 2021 Sports Development Executive From 29 May 2017
Sherlyn Chow	Book Keeper (Contract for Service)	From 1 July 2010
Ong Tian Hua	IT Administrator (Contract for Service)	From 1 July 2022

REVIEW OF ACTIVITIES FOR FY2024 (1 APRIL 2024 TO 31 MARCH 2025)**Membership (As of 31 March 2025)**

Full Members – 9

Associate Members – 4

Individual Members - 225

Day-of-Race (DOR) Members – 9802

List of Affiliates

Name	Type
Bike-Aid (Singapore)	Full Member
Yap Bicycle Compania	Full Member
National University Singapore – NUS Aquathlon	Full Member
National University of Singapore – NTU Aquathlon	Full Member
Orange Room Pte Ltd	Full Member
Tribal Triathlon International Pte Ltd	Full Member
Well Bred Triathlon	Full Member
Coached Pte Ltd	Full Member
Born2Tri Warriors	Full Member
Metasport – Tribob.com Pte Ltd	Associate Member - Event Organiser, Triathlon Club
Terai Melayu SG	Associate Member – Triathlon Club
Singapore Management University -SMU Aquathlon	Associate Member – Triathlon Club
Singapore Women's Triathlon Club	Associate Member - Triathlon Club
Elevate Performance Coaching	Associate Member – Triathlon Club

High Performance Program (As of 31 March 2025)**Carded Athletes**

Name	DOB	Gender	Category	FY23 SpexCarding
Louisa Middleditch	17/08/2000	Female	U23	SpexScholar S3
Herlene Yu	01/01/2002	Female	U23	SpexPotential SP3P
Luke Chua	23/10/2001	Male	U23	SpexPotential SP3P
Bryce Chong	20/11/1997	Male	Elite	E3
Tey Yi Jun	1/10/2022	Male	U23	E3P
Nicholas Rachmadi	23/10/2001	Male	U23	E3
Ahmad Arif Bin Ibrahim	20/09/1993	Male	Elite / Duathlon	E3
Lam Wai Kit	07/12/1989	Male	Elite / Duathlon	E3
Cedric Chua	25/08/1998	Male	Elite	E3P
Samir Varma	06/06/2002	Male	U23	E3P
Koh Sheng Kai	01/07/2006	Male	Junior / Youth	Y
Kyan Low	15/05/2008	Male	Youth	Y
Lim Cheng Yu	27/7/2007	Male	Youth	Y
Kathlyn Yeo Yen Ling	11/01/2000	Female	U23	E3P
Regine Goh Xuan Xuan	25/02/2001	Female	U23	E3P
Yong Man Yun	29/05/1987	Female	Elite / Duathlon	E3P
Janel Susastra	09/08/2005	Female	Junior	E3P
Lim Wan Ting	31/03/2006	Female	Junior	E3P
Ng Xuan Jie	26/7/2005	Female	Junior / Duathlon	E3P
Mikayla Ng Sze Kee	24/1/2010	Female	Youth	Y

HPP Athletes

Name	DOB	Gender	Category	Remarks
Foo Gen Lin	16/4/1983	Male	Duathlon	
Joshua Li	8 Feb 1987	Male		
Danny Lim	24 Dec 1989	Male		

Benjamin Khoo	9 May 1991	Male		
Caleb Seow	26 Feb 1993	Male		
Kok Kiat Xuan	21 June 1994	Male	Aquathlon	
Ng Wei Quan	24/6/1996	Male	Duathlon	
Raphael Chau	8 Nov 1996	Male		
Dylan Ang	22 June 1999	Male		
Chan Liam	8 Sept 2000	Male		
P Vimal	4 Dec 2000	Male		
Hoo Fang Yu	26 Mar 2000	Male		
Keane Ko	26 Jul 2000	Male	Duathlon	
Aaron Kiss	7 Sept 2000	Male		
Tan Jiahao	12 June 2002	Male		
Russell Lee	1 Nov 2002	Male		
Max Teo	31/1/2004	Male		
Reyes Loh	3 July 2007	Male	Aquathlon	
Neo Swee Hong	29 Jan 1990	Female	Aquathlon	
Grace Su	1 Mar 1991	Female	Duathlon	
Shermaine Tung	10 Nov 1994	Female	Aquathlon	
Hillary Yu	7 June 1997	Female	Aquathlon	
Rachel Hew	27 Oct 1997	Female	Duathlon	
Rachel Longstaff	15 Nov 1997	Female		
Jacqueline Chong	21 Mar 1998	Female		
Darine Choo	23 Oct 1998	Female	Duathlon	
Bernice Tan	16 Nov 2000	Female		
Ong Yun Ting	17 Jan 2001	Female		
Mavis Seah	27 Feb 2007	Female		

Youth Squad

Name	DOB	Gender	Category	Remarks
Muhammad Akid	1 June 2008	Male		
Chrysander Wong	16 July 2009	Male		2026 YOG Eligible
Ethan Chang	2 Nov 2010	Male		2026 YOG Eligible
Asher Quah	7 Oct 2010	Male		
Davian Yeo	16 Dec 2011	Male		
Caleb Barter	10 Oct 2011	Male		
Jacob Gao	11 Dec 2011	Male		
Jemma Hadden	19 July 2010	Female		2026 YOG Eligible
Mikayla Ng	24 Jan 2010	Female		2026 YOG Eligible
Nur Isabella Schiering	11 Aug 2011	Female		
Celese Chew		Female		

Local Training and Competitions:

Date	Venue	Competition	Results
5 May 2024	Singapore	Metasprint Series – Triathlon 2024	<u>Sprint Men</u> 2 nd – Tey Yi Jun – 0:58:40 3 rd – Ben Khoo – 0:59:37 4 th – Lam Wai Kit – 1:00:24 5 th – Russell Lee – 1:02:03 6 th – Joshua Li – 1:02:06 16 th – Kyan Low – 1:04:05 23 rd – Koh Sheng Kai – 1:08:05 34 th – Mohammad Akid – 1:10:32

			<u>Sprint Women</u> 1 st – Janel Susastra – 1:06:33 2 nd – Lim Wan Ting – 1:09:37 4 th – Yong Man Yun – 1:10:07 7 th – Regine Goh – 1:12:05 10 th – Jacqueline Chong – 1:14:42 12 th – Ong Yun Ting – 1:16:32 <u>Youth Women</u> Mikayla Ng – 0:47:32 Nur Isabella Schiering – 0:51:46
28 July 2024	Singapore	Trifactor Triathlon and Duathlon 2024	<u>Sprint Duathlon Men</u> 1 st – Muhammad Akid – 1:00:26 4 th – P Vimal – 1:02:08 5 th – Caleb Seow – 1:05:11 <u>Sprint Duathlon Women</u> 1 st – Su Xinhui – 1:09:45 <u>Sprint Triathlon Men</u> 3 rd – Russell Lee – 0:58:15 7 th – Lim Cheng Yu – 1:03:21 <u>Sprint Triathlon Women</u> 3 rd – Ong Yun Ting – 1:11:35 <u>Youth Triathlon Men</u> 3 rd – Ethan Chang – 0:43:49 4 th – Jacob Gao – 0:44:17 5 th – Chrysander Wong – 0:44:41 7 th – Caleb Barter – 0:44:51 8 th – Davian Yeo – 0:48:37 <u>Youth Triathlon Women</u> 1 st – Nur Isabella Schiering – 0:42:32 <u>Kids Triathlon</u> 2 nd – Celeste Chew – 0:30:07
15 Sept 2024	Singapore	Singapore International Triathlon 2023	<u>Duathlon Men</u> 1 st – Luke Chua – 0:57:35 2 nd – Aaron Kiss – 0:58:51 3 rd – Samir Varma – 0:59:05 4 th – Bryce Chong – 0:59:21 5 th – Cedric Chua – 1:00:28 6 th – Russell Lee – 1:00:48 7 th – Ben Khoo – 1:01:03 8 th – Nicholas Rachmadi – 1:01:40 9 th – Lim Cheng Yu – 1:02:30 10 th – Tan jiahao – 1:02:40 11 th – Dylan Ang – 1:03:34 12 th – Koh Sheng Kai – 1:03:55 13 th – Kyan Low – 1:04:17 14 th – Foo Gen Lin – 1:04:24 15 th – Ng Wei Quan – 1:05:34 16 th – Joshua Li – 1:05:39

			17th – Danny Lim – 1:06:30 18th – Lam Wai Kit – 1:09:41 19th – Raphael Chau – 1:14:45 <u>Duathlon Women</u> 1st – Herlene Yu – 1:05:30 2nd – Kathlyn Yeo – 1:06:28 3rd – Louisa Middleditch – 1:07:19 4th – Rachel Hew – 1:09:04 5th – Su Xin Hui – 1:12:45 6th – Yong Man Yun – 1:13:50 7th – Regine Goh – 1:14:02 8th – Hillary Yu – 1:16:43 9th – Jacqueline Chong – 1:21:47 <u>Youth Men</u> 8th – Ethan Chang – 0:21:35 12th – Jacob Gao – 0:22:20 13th – Caleb Barter – 0:22:29 17th – Chrysander Wong – 0:22:45 26th – Davian Yeo – 0:26:06 <u>Youth Women</u> 2nd – Nur Isabella Schiering – 0:23:12 4th – Jemma Hadden – 0:24:20 5th – Mikayla Ng – 0:24:20 <u>Kids Girls</u> 3rd – Celeste Chew – 0:20:56
24 Nov 2024	Singapore	Singapore Duathlon National Championships	<u>Elite Men</u> 1st – Ahmad Arif Ibrahim – 0:58:18 2nd – Tey Yi Jun – 0:59:02 3rd – Nicholas Rachmadi – 1:00:46 4th – Ben Khoo – 1:02:41 5th – Russell Lee – 1:02:53 6th – Danny Lim – 1:03:02 7th – Ng Wei Quan – 1:03:22 8th – Joshua Li – 1:03:44 9th – Foo Gen Lin – 1:05:28 10th – P Vimal – 1:05:41 11th – Aaron Lee – 1:06:26 12th – Muhammad Akid – 1:07:28 13th – Tan Jiahao – 1:07:32 14th – Ryan Yeo – 1:07:44 15th – Yap Lin Rui Rio – 1:08:14 16th – Caleb Seow – 1:08:34 17th – Dylan Ang – 1:09:10 18th – Tan Hanyu – 1:12:42 19th – Raphael Chau – 1:18:15 20th – Chua Wei Wen – 1:19:18 <u>Elite Women</u> 1st – Ng Xuan Jie – 1:08:18 2nd – Rachel Hew – 1:09:49 3rd – Yong Man Yun – 1:12:26

			4th – Ong Yun Ting – 1:15:11 5th – Vivian Kng – 1:16:17 6th – Jacqueline Chong – 1:18:15 7th – Su Xinhui – 1:32:56 <u>Youth Men</u> 4th – Chrysander Wong – 0:38:00 6th – Ethan Chang – 0:39:30 7th – Jacob Gao – 0:40:37 10th – Davian Yeo – 0:44:58 <u>Youth Women</u> 1st – Jemma Hadden – 0:41:47
19 Jan 2025	Singapore	Youth Aquathlon League 1	<u>Junior Men</u> 1st – Lim Cheng Yu – 0:16:53 2nd – Kyan Low – 0:17:37 3rd – Reyes Loh – 0:18:04 4th – Chrysander Wong – 0:18:57 <u>Junior Women</u> 3rd – Mavis Seah – 0:22:53 <u>Youth Men</u> 2nd – Davian Yeo – 0:09:10 3rd – Ethan Chang – 0:09:15 <u>Youth Women</u> 2nd – Nur Isabella Schiering – 0:09:51 3rd – Mikayla Ng – 0:10:26
26 Jan 2025	Singapore	Metasprint Series – Aquathlon 2025	<u>SEA Games Selection Men</u> 1st – Bryce Chong – 0:14:19 2nd – Tey Yi Jun – 0:14:39 3rd – Lim Cheng Yu – 0:14:52 4th – Reyes Loh – 0:14:52 5th – Kyan Low – 0:15:17 6th – Nicholas Rachmadi – 0:15:18 7th – Ben Khoo – 0:15:19 8th – Cedric Chua – 0:15:22 9th – Russell Lee – 0:15:48 10th – Danny Lim – 0:16:05 11th – Tan Jiahao – 0:16:12 12th – Koh Sheng Kai – 0:16:36 13th – Foo Gen Lin – 0:16:59 14th – Joshua Li – 0:17:06 15th – Kok Kiat Xuan – 0:17:10 16th – Dylan Ang – 0:17:32 17th – Lin Hung Chi – 0:17:54 <u>SEA Games Selection Women</u> 1st – Herlene Yu – 0:16:03 2nd – Lim Wan Ting – 0:17:06 3rd – Regine Goh – 0:17:50 4th – Hillary Yu – 0:18:13 5th – Neo Swee Hong – 0:19:40 6th – Jacqueline Chong – 0:19:40

			7th – Alexis So – 0:19:43 8th – Tiffany Leng – 0:19:57 9th – Mavis Seah – 0:20:28 <u>Sprint Aquathlon Men</u> 6th – Lam Wai Kit – 0:31:11 23rd – Jonathan kamdani – 0:33:58 30th – Muhammad Akid – 0:34:57 50th – Chrysander Wong – 0:36:47 <u>Youth Aquathlon Men</u> 1st – Ethan Chang – 0:13:48 6th – Davian Yeo – 0:14:22 8th – Caleb Barter – 0:14:29 9th – Asher Quah – 0:14:31 <u>Youth Aquathlon Women</u> 2nd – Jemma Hadden – 0:15:09 3rd – Nur Isabella Schiering – 0:15:53 6th – Mikayla Ng – 0:16:21
16 Feb 2025	Singapore	Youth Aquathlon League 2	<u>Junior Men</u> 1st – Lim Cheng Yu – 0:15:35 2nd – Reyes Loh – 0:15:52 3rd – Kyan Low – 0:16:09 6th – Chrysander Wong – 0:19:40 <u>Junior Women</u> 3rd – Mavis Seah – 0:20:41 <u>Youth Men</u> 2nd – Daniel Mouhsian – 0:09:04 3rd – Davian Yeo – 0:09:20 4th – Caleb Barter – 0:09:31 <u>Youth Women</u> 1st – Jemma Hadden – 0:09:41 2nd – Nur Isabella Schiering – 0:09:57 3rd – Mikayla Ng – 0:10:12
23 Feb 2025	Singapore	Metasprint Series – Duathlon 2025	<u>SEA Games Selection Men</u> 1st – Ahmad Arif – 0:24:38 2nd – Ben Khoo – 0:24:47 3rd – Nicholas Rachmadi – 0:25:01 4th – Keane Ko – 0:25:05 5th – Bryce Chong – 0:25:06 6th – Lam Wai Kit – 0:25:37 7th – Foo Gen Lin – 0:25:53 8th – Cedric Chua – 0:26:02 9th – Joshua Li – 0:26:02 10th – Russell Lee – 0:26:05 11th – Danny Lim – 0:26:24 12th – Muhammad Akid – 0:26:28 13th – Tan Jiahao – 0:26:33 14th – Koh Sheng Kai – 0:26:33 15th – Ng Wei Quan – 0:26:56 16th – Dylan Ang – 0:27:04

			17th – Aldrich Goh – 0:27:18 18th – Linus Foo – 0:28:41 19th – Brandon Wu – 0:28:50 <u>SEA Games Selection Women</u> 1st – Louisa Middleditch – 0:27:05 2nd – Herlene Yu – 0:27:17 3rd – Rachel Hew – 0:28:27 4th – Ng Xuan Jie – 0:29:57 5th – Yong Man Yun – 0:30:35 6th – Regine Goh – 0:30:49 7th – Bernice Tan – 0:30:49 8th – Su Xinhui – 0:30:54 9th – Tiffany Leng – 0:31:01 10th – Darine Choo – 0:31:58 <u>Sprint Duathlon Men</u> 7th – Lam Wai Kit – 0:54:19 17th – Jonathan Kamdani – 0:56:39 19th – Lin Hung Chi – 0:57:01 23rd – Caleb Seow – 0:57:24 <u>Youth Duathlon Men</u> 3rd – Caleb Barter – 0:35:45 5th – Davian Yeo – 0:36:13 4th – Daniel Mouhsian – 0:36:58 5th – Jacob Gao – 0:37:01 <u>Youth Duathlon Women</u> 1st – Nur Isabella Schiering – 0:38:41 2nd – Mikayla Ng – 0:39:42 3rd – Jemma Hadden – 0:40:33 5th – Celeste Chew – 0:42:10
2 March 2025	Singapore	Youth Aquathlon League 3	<u>Junior Men</u> 1st – Lim Cheng Yu – 0:15:14 3rd – Reyes Loh – 0:16:10 6th – Chrysander Wong – 0:20:32 <u>Junior Women</u> 3rd – Mavis Seah – 0:20:36 <u>Youth Men</u> 2nd – Davian Yeo – 0:08:56 3rd – Daniel Mouhsian – 0:09:05 5th – Caleb Barter – 0:09:19 <u>Youth Women</u> 1st – Jemma Hadden – 0:09:13 3rd – Celeste Chew – 0:10:21
16 March 2025	Singapore	Metasprint Series – Triathlon 2025	<u>SEA Games Selection Men</u> 1st – Tey Yi Jun – 0:23:34 2nd – Bryce Chong – 0:24:04 3rd – Nicholas Rachmadi – 0:24:57 4th – Cedric Chua – 0:25:03 5th – Kyan Low – 0:25:06

			6 th – Koh Sheng Kai – 0:25:26 7 th – Russell Lee – 0:25:44 8 th – Danny Lim – 0:26:27 9 th – Dylan Ang – 0:26:51 10 th – Joshua Li – 0:26:53 11 th – Tan Jiahao – 0:27:24 12 th – Lim Cheng Yu – 0:27:45 13 th – Muhammad Akid – 0:28:52 14 th – Adrian Ooi – 0:28:56 <u>SEA Games Selection Women</u> 1 st – Louisa Middleditch – 0:27:11 2 nd – Lim Wan Ting – 0:27:30 3 rd – Rachel Longstaff – 0:29:24 4 th – Regine Goh – 0:30:08 5 th – Yong Man Yun – 0:32:32 <u>Youth Men</u> 4 th – Caleb Barter – 0:38:36 5 th – Daniel Mouhsian – 0:38:47 8 th – Jacob Gao – 0:40:16 10 th – Davian Yeo – 0:42:24 <u>Youth Women</u> 1 st – Jemma Hadden – 0:41:16 2 nd – Nur Isabella Schiering – 0:41:22 5 th – Celeste Chew – 0:44:08
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Overseas Training & Competitions

Date	Venue	Competition	Results
6 April 2024	Dexing, China	Asia Triathlon Sprint Championships Dexing (750m Swim/20km Bike/5km Run)	<u>Elite Men</u> 27 th – Tey Yi Jun – 0:59:34 31 st – Luke Chua – 1:01:17 <u>Elite Women</u> 17 th – Herlene Yu – 1:03:26
19 April 2024	Hurghada, Egypt	Africa Triathlon Championships Hurghada (750m Swim/20km Bike/5km Run)	<u>Junior Men</u> 15 th – Koh Sheng Kai – 1:10:27
20 April 2024	Hurghada, Egypt	Africa Triathlon Aquathlon Championships Hurghada (2.5km Run/1000m Swim/2.5km Run)	<u>Elite Men</u> 2 nd – Lim Cheng Yu – 0:37:03 <u>Elite Women</u> 2 nd – Louisa Middleditch – 0:42:25
21 April 2024	Hurghada, Egypt	Africa Triathlon Sprint Duathlon Championships Hurghada	<u>Elite Men</u> 10 th – Koh Sheng Kai – 1:06:58

		(5km Run/20km Bike/2.5km Run)	<u>Elite Women</u> 1 st – Louisa Middleditch – 1:04:43 2 nd – Yong Man Yun - 1:10:21 3 rd – Ng Xuan Jie - 1:12:17
21 April 2024	Hatsukaichi, Japan	Asia Triathlon Championships Hatsukaichi (1500m Swim/40km Bike/10km Run)	<u>Elite Men</u> 30 th – Luke Chua- 2:08:42 LAP – Aaron Kiss
4 May 2024	Tunisia	Africa Triathlon Cup Yasmine Hammamet (750m Swim/20km Bike/5km Run)	<u>Elite Women</u> 15 th – Kathlyn Yeo – 1:05:02
4 May 2024	Philippines	Asia Triathlon Cup Subic Bay (750m Swim/20km Bike/5km Run)	<u>Elite Men</u> 30 th – Luke Chua – 0:59:14 34 th – Cedric Chua – 0:59:54 48 th – Raphael Chau – 1:12:27 <u>Elite Women</u> 13 th – Herlene Yu – 1:04:41
6 to 10 May 2024	Philippines	Subic Bay Asia Triathlon-World Triathlon Skill Development Camp (SEA)	Youth: Nur Isabella Schiering Coach: Siti Noorimah
22 June 2024	Spain	Lekeitio Sprint Triathlon (750m Swim/21km Bike/5km Run)	<u>Elite Men</u> 13 th – Luke Chua – 1:03:18 <u>Elite Women</u> 5 th – Herlene Yu – 1:11:06
29 May 2024	Malaysia	Perak Duathlon (5.5km Run/20km Bike/3km Run)	<u>Elite Men</u> 3 rd – Ahmad Arif – 0:59:51 4 th – Tey Yi Jun – 1:01:30 9 th – Dylan Ang – 1:04:02 14 th – Koh Sheng Kai – 1:04:51 16 th – Nicholas Rachmadi – 1:07:04 17 th – Muhammad Akid – 1:07:36 <u>Elite Women</u> 4 th – Ng Xuan Jie – 1:14:59 5 th – Yong Man Yun – 1:14:59 10 th – Su Xinhui – 1:17:11 11 th – Regine Goh – 1:18:00 <u>AG Men</u> Raphael Chau – 1:19:02 <u>AG Women</u> Bernice Tan – 1:18:55 Ong Yun Ting – 1:20:41
30 June 2024	Spain	Donostia Triathlon	<u>Elite Men</u>

		(1500m Swim/38.5km Bike/10km Run)	18 th – Luke Chua - 2:05:41
30 June 2024	Malaysia	Perak Triathlon	<u>Open Men</u> 5 th – Raphael Chau – 1:16:42 <u>Elite SLT Men</u> 3 rd – Lim Cheng Yu – 1:11:55 <u>Elite SLT Women</u> 10 th – Regine Goh – 1:29:44
6 July 2024	Spain	Legutioko Triathlon (1600m Swim/43km Bike/10km Run)	<u>Elite Women</u> 2 nd – Herlene Yu – 2:41:35
12 July 2024	Malaysia	Asia Triathlon Junior Cup Kampar (750m Swim/20km Bike/5km Run)	<u>Junior Men</u> 40 th – Lim Cheng Yu – 1:04:46 50 th – Koh Sheng Kai – 1:06:51 DNF – Kyan Low <u>U15 Men</u> 29 th – Caleb Barter – 0:40:33 32 nd – Jacob Gao – 0:40:44 36 th – Davian Yeo – 0:42:54 <u>U15 Women</u> 16 th – Mikayla Ng – 0:45:42
16 Aug 2024	Australia	World Triathlon Duathlon Championships Townsville (4.79km Run/19.4km Bike/2.5km Run)	<u>Elite Women</u> 14 th – Louisa Middleditch – 1:07:46 LAP – Yong Man Yun <u>Junior Women</u> 6 th – Ng Xuan Jie – 1:12:16
23 Aug 2024	Australia	World Triathlon Aquathlon Championships Townsville 2.5km Run/1000m Swim/2.5km Run)	<u>Elite Women</u> 10 th – Louisa Middleditch - 0:36:02 <u>U23 Men</u> 8 th – Max Teo – 0:34:40 <u>Junior Men</u> 5 th – Lim Cheng Yu – 0:33:15 6 th – Reyes Loh – 0:34:13 <u>16-19 Men</u> 19 th – Xie Ze Kai – 0:40:52 <u>40-44 Men</u> 22 nd – Trevor Xie – 0:44:21 <u>50-54 Men</u> 20 th – Cheng Ching-Siang – 0:41:58

			<u>25-29 Women</u> 8 th – Hillary Yu – 0:39:24
22 to 25 Aug 2024	Australia	World Triathlon Cross Duathlon Championships Townsville World Triathlon AquaBike Championships Townsville World Triathlon Long Distance Championships Townsville	<u>25-29 Women Cross Duathlon</u> 2 nd – Yang Jia Yee – 2:17:47 <u>25-29 Women Aquabike</u> 4 th – Jacqueline Chong – 4:38:17 <u>55-59 Men LD Triathlon</u> 36 th – Stephane Pautard – 8:41:47
30 Aug 2024	Poland	Gdansk FISU World University Triathlon Championships (750m Swim/19.6km Bike/5km Run)	<u>Elite Men</u> 57 th – Tey Yi Jun – 0:56:18 69 th – Nicholas Rachmadi – 1:03:22 70 th – Russell Lee – 1:04:27 73 rd – Dylan Ang – 1:09:24 DNF – Liam Chan
22 Sept 2024	Japan	Asia Triathlon Cup Tokyo Uminomori (1500m Swim/40km Bike/10km Run)	<u>Elite Men</u> 34 th – Aaron Kiss – 1:57:40 Lap – Tey Yi Jun <u>Elite Women</u> 16 th – Herlene Yu – 2:09:43
28 Sept 2024	Kazakhstan	Asia Triathlon Cup Turkestan (1500m Swim/40km Bike/10km Run)	<u>Elite Women</u> 3 rd – Louisa Middleditch – 2:19:15
26 to 29 Sept 2024	Philippines	IMUS Asia Triathlon-World Triathlon Pre-Event Development Camp (SEA)	Youth – Nur Isabella Schiering Coach – Siti Noorimah
29 Sept 2024	Philippines	National Age Group Aquathlon Vermosa Elite/Junior (500m SWim/2.5km) Youth (300m Swim/2.5km Run)	<u>Elite Men</u> 5 th - Tey Yi Jun – 0:16:13 <u>Junior Men</u> 1 st – Lim Cheng Yu – 0:15:19 5 th – Reyes Loh – 0:16:50 <u>Youth Men</u> 22 nd - Jacob Gao – 0:16:58 <u>Youth Women</u> 3 rd - Nur Isabella Schiering – 0:16:44
13 Oct 2024	Hong Kong China	Asia Triathlon U15 and Youth Championships Hong Kong (375m Swim/9km Bike/2.5km Run)	<u>Youth Men</u> 23 rd – Kyan Low – 0:34:58 28 th – Lim Cheng Yu – 0:37:07 <u>U15 Men</u> 38 th – Jacob Gao – 0:38:56

			39 th – Ethan Chang – 0:39:03 LAP – Davian Yeo <u>U15 Women</u> 18 th – Nica Eapen – 0:40:13 19 th – Nur Isabella Schiering – 0:40:49 22 nd – Mikayla Ng – 0:41:20 23 rd – Jemma Hadden – 0:43:08
17 Oct 2024	Spain	World Triathlon Championships Finals Torremolinos-Andalucia (1500m Swim/40.8km Bike/10km Run)	<u>U23 Women</u> 42 nd – Herlene Yu – 2:10:13
2 Nov 2024	Malaysia	Asia Triathlon Cup Kota Kinabalu (750m Swim/20.9km Bike/5km Run)	<u>Elite Men</u> 16 th – Tey Yi Jun – 0:56:21 20 th – Luke Chua – 0:57:07 22 nd – Aaron Kiss – 0:57:19 29 th – Nicholas Rachmadi – 0:59:46 37 th – Russell Lee – 1:08:09 <u>Elite Women</u> 7 th – Herlene Yu – 1:02:38
8 Nov 2024	Saudi Arabia	Asia Triathlon Junior, U23 Championships Jubail (750m Swim/20km Bike/5km Run)	<u>U23 Men</u> 13 th – Luke Chua – 0:59:19 14 th – Tey Yi Jun – 0:59:27 22 nd – Samir Varma – 1:02:10 <u>U23 Women</u> 12 th – Herlene Yu – 1:07:51 Junior Men 26 th – Lim Cheng Yu – 1:06:44 LAP – Koh Sheng Kai LAP – Kyan Low
16 Feb 2025	India	Asia Triathlon Cup Chennai (750m Swim/20km Bike/5km Run)	<u>Elite Men</u> 21 st – Luke Chua – 0:59:21 <u>Elite Women</u> 9 th – Louisa Middleditch – 1:07:44
22 Feb 2025	Malaysia	Asia Triathlon Cup Putrajaya (750m Swim/20km Bike/5km Run)	<u>Elite Men</u> 27 th – Luke Chua – 0:56:43 39 th – Samir Varma – 0:58:57 47 th – Lim Cheng Yu – 1:03:03 51 st – Bryce Chong – 1:04:44 DSQ – Tey Yi Jun <u>Elite Women</u> 14 th – Herlene Yu – 1:03:59 23 rd – Louisa Middleditch – 1:05:38

			33 rd – Lim Wan Ting – 1:09:13
1 March 2025	Philippines	National Age Group Aquathlon Vermosa Elite (1000m Swim/5km Run) Youth (400m Swim/2.5km Run)	<u>Elite Women</u> 2 nd – Lim Wan Ting – 0:35:00 <u>Youth Women</u> 7 th – Nur Isabella Schiering – 0:19:29
2 March 2025	Philippines	National Age Group Duathlon Vermosa Elite/Junior (5km Run/20km Bike/2.5km Run) Youth (3km Run/10km Bike/1.5km Run)	<u>Elite Women</u> 3 rd – Rachel Longstaff – 1:06:57 <u>Youth Women</u> 4 th – Nur Isabella Schiering – 0:43:06

Sanctioned Events

Name of Event	T100 Singapore – Triathlon & Duathlon 2024
Date	13-14 April 2024
Venue	Marina Bay Sands
Statistics	Technical Delegate – Melody Tan (Female) (Malaysia) Number of Technical Officials – 26 (12 Male, 14 Female) Total Number of Participants:2269 16 to 19 – 19 Male, 2 Female 20 to 39 – 633 Male, 154 Female 40 to 59 – 1132 Male, 256 Female 60 and above – 65 Male, 8 Female

Name of Event	Metasprint Triathlon 2024
Date	5 May 2024
Venue	East Coast Park
Statistics	Technical Delegate – Selinna Tsang (Female) Number of Technical Officials – 9 (4 Male, 5 Female) Total Number of Participants:1296 Up to 11 – 166 Male, 116 Female 12 to 15 – 69 Male, 29 Female 16 to 19 – 20 Male, 10 Female 20 to 39 – 219 Male, 136 Female 40 to 59 – 376 Male, 137 Female 60 and above – 16 Male, 2 Female

Name of Event	SportCares - Li Foundation Triathlon 2024
Date	12 June 2024
Venue	Singapore Sport Hub
Statistics	Technical Delegate – Jenny Wee (Female) Number of Technical Officials – 5 (1 Male, 4 Female)

	Total Number of Participants:155 Up to 11 – 58 Male, 51 Female 12 to 15 – 26 Male, 7 Female 16 to 19 – 5 Male, 2 Female 20 and above – 5 Male, 1 Female
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Name of Event	TriFactor Run & Run Swim 2024 (Convert to Run event due to oil spill)
Date	23 June 2024
Venue	East Coast Park
Statistics	Technical Delegate – Leanne Tham (Female) Number of Technical Officials – 6 (2 Male, 4 Female) Total Number of Participants:305 Up to 11 – 42 Male, 32 Female 12 to 15 – 19 Male, 8 Female 16 to 19 – 3 Male, 3 Female 20 and above – 110 Male, 88 Female

Name of Event	TriFactor Triathlon & Duathlon 2024
Date	28 July 2024
Venue	East Coast Park
Statistics	Technical Delegate – Emily Leong Cheng Han (Female) Number of Technical Officials – 10 (5 Male, 5 Female) Total Number of Participants:1271 Up to 11 – 42 Male, 33 Female 12 to 15 – 36 Male, 20 Female 16 to 19 – 23 Male, 5 Female 20 to 39 – 444 Male, 138 Female 40 to 59 – 402 Male, 95 Female 60 and above – 31 Male, 2 Female

Name of Event	Singapore International Triathlon 2024
Date	15 September 2024
Venue	East Coast Park
Statistics	Technical Delegate – Xu Kewei (Male) Number of Technical Officials – 16 (10 Male, 6 Female) Total Number of Participants: 697 Up to 11 – 43 Male, 29 Female 12 to 15 – 46 Male, 26 Female 16 to 19 – 25 Male, 7 Female 20 to 39 – 162 Male, 63 Female 40 to 59 – 217 Male, 62 Female 60 and above – 16 Male, 1 Female

Name of Event	SUniG Aquathlon 2024 - Singapore University Games Aquathlon
Date	12 October 2024
Venue	SUTD Campus
Statistics	Technical Delegate – Tan Thong Hua (Male)

	Number of Technical Officials – 8 (4 Male, 4 Female) Total Number of Participants:63 20 to 39 – 35 Male, 28 Female
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Name of Event	Singapore Duathlon National Championship x TriFactor Bike & Cycle Run 2024
Date	24 November 2024
Venue	Nicoll Highway – Republic Avenue
Statistics	Technical Delegate – Tan Thong Hua (Male) Number of Technical Officials – 11 (8 Male, 3 Female) Total Number of Participants: 841 Up to 11 – 50 Male, 20 Female 12 to 15 – 35 Male, 18 Female 16 to 19 – 38 Male, 4 Female 20 to 39 – 261 Male, 56 Female 40 to 59 – 284 Male, 55 Female 60 and above – 19 Male, 1 Female

Name of Event	SMU Aquathlon Swim Run Sprint 2024
Date	14 December 2024
Venue	New Mempari (Palawan) Beach, Sentosa
Statistics	Technical Delegate – Lek Chun Guan (Male) Number of Technical Officials – 7 (5 Male, 2 Female) Number of Participants:80 55male 25 female Up to 12 – 15 Male, 5 Female 13 to 15 – 10 Male, 3 Female 16 to 19 – 7 Male, 7 Female 20 and above – 23 Male, 10 Female

Name of Event	Youth Aquathlon League 2025 @ XCL World Academy
Date	19 January 2025
Venue	XCL World Academy Singapore
Statistics	Technical Delegate – Lek Chun Guan (Male) Number of Technical Officials – 7 (4 Male, 3 Female) Total Number of Participants: 97 Up to 12 – 29 Male, 26 Female 13 to 15 – 20 Male, 8 Female 16 to 19 – 9 Male, 5 Female

Name of Event	MetaSprint Series - Aquathlon 2025
Date	26 January 2025
Venue	Sentosa
Statistics	Technical Delegate – Denise Wong (Female) Number of Technical Officials – 6 (4 Male, 2 Female) Total Number of Participants: 975 Up to 11 – 84 Male, 59 Female 12 to 15 – 69 Male, 46 Female

	16 to 19 – 6 Male, 13 Female 20 to 39 – 193 Male, 93 Female 40 to 59 – 282 Male, 101 Female 60 and above – 27 Male, 2 Female
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Name of Event	Youth Aquathlon League 2025 @ Nexus
Date	16 February 2025
Venue	Nexus International
Statistics	Technical Delegate – Number of Technical Officials – Total Number of Participants: 110 Up to 12 – 35 Male, 23 Female 13 to 15 – 24 Male, 12 Female 16 to 19 – 11 Male, 5 Female

Name of Event	MetaSprints Series - Duathlon 2025
Date	23 February 2025
Venue	F1 Village
Statistics	Technical Delegate – Emily Leong Cheng Han (Female) Number of Technical Officials – 9 (6 Male, 3 Female) Total Number of Participants: 942 Up to 11 – 93 Male, 68 Female 12 to 15 – 58 Male, 34 Female 16 to 19 – 18 Male, 2 Female 20 to 39 – 212 Male, 100 Female 40 to 59 – 263 Male, 76 Female 60 and above – 18 Male, 0 Female

Name of Event	Youth Aquathlon League 2025 @ UWCSEA
Date	2 March 2025
Venue	UWCSEA
Statistics	Technical Delegate – Selinna Tsang (Female) Number of Technical Officials – 5 (3 Male, 2 Female) Total Number of Participants: 118 Up to 12 – 39 Male, 27 Female 13 to 15 – 22 Male, 12 Female 16 to 19 – 14 Male, 4 Female
Name of Event	MetaSprint Series - Triathlon 2025
Date	16 March 2025
Venue	East Coast Park
Statistics	Technical Delegate – Selinna Tsang (Female) Number of Technical Officials – 10 (6 Male, 4 Female) Total Number of Participants: 1139 Number of Participants: Up to 12 – 100 Male, 61 Female 13 to 15 – 77 Male, 40 Female 16 to 19 – 19 Male, 6 Female 20 to 39 – 300 Male, 138 Female

	40 to 59 – 254 Male, 114 Female 60 and above – 28 Male, 2 Female
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Capability Development (Technical Officials)

TO Education Programs:

The current framework had been drawn up by World Triathlon:

By National Federation - NF Community Level, NF TO Level 1 (NTO)

By TRI – TRI TO Level 1 (NTO), TRI TO Level 2 (CTO), TRI TO Level 3 (ITO)

Technical Officials	Female	Male	Total
CL	14	32	46
NTO	8	10	18
CTO	4	4	8
ITO	0	2	2

TRI TO Certification	Name	Gender	Valid to	Note
ITO – Level 3	Peter Chua Wee Leng	Male	2026	
	David Hoong Kah Kuan	Male	Honorary	
CTO – Level 2	Steven Wong	Male	2027	
	Jeff Lim Si Lin	Male	2028	
	Edwin Shi Dalun	Male	2028	
	Tan Thong Hua	Male	2027	
	Denise Wong Ming Ying	Female	2028	
	Ong Si Ying	Female	2025	
	Emily Leong Cheng Han	Female	2028	
	Selinna Tsang	Female	2028	
NTO – Level 1	Ang Jia Ming	Male	2027	
	Daniel Sng Peng Yeow	Male	2027	
	Lin Guo Sheng	Male	2027	
	Xu Kewei	Male	2027	
	Eugene Ong	Male	2025	
	Lek Chun Guan	Male	2026	
	Wee Soo Jin	Male	2026	
	Omar Abu Bakar	Male	2026	
	Lee Sin Kok Jason	Male	2027	
	Richard Arnold Lane	Male	2027	
	Nina Beth Hermosa Paglinawan	Female	2027	
	Cecilia Monis Calixto	Female	2027	
	Ng Siew Yee	Female	2027	
	Jenny Wee	Female	2027	
	Leanne Tham	Female	2027	
	Vivian Chee	Female	2027	
	Lee Boon Luan	Female	2028	
	Serene Lane Ng Hwee Ling	Female	2028	

TRI Accredited Technical Officials' & Event Organizers' Courses Facilitators: 2

2 of our Technical Officials were TRI certified facilitators, qualified to conduct and facilitate TRI courses, training participants to be future Technical Officials.

Facilitator	Peter Chua Wee Leng	Male
Facilitator	Omar Abu Bakar	Male

TRI Technical Officials Courses (Facilitators):

The following TRI Facilitators from Singapore were assigned to conduct and facilitate in the following:

Course	Date	Facilitators
2024 Subic Bay World Triathlon Technical Officials Level 1 Seminar	30 to 31 May 2024	Peter Chua
2024 Chinese Taipei World Triathlon Technical Officials Level 1 Seminar	30 to 31 August 2024	Peter Chua
2024 Tongyeong World Triathlon Technical Officials Level 1 Seminar	27 to 29 September 2024	Melody Tan & Peter Chua

TAS Technical Officials Courses:

Course	Date	Name of Facilitator	Number of Participants
2024 Singapore World Triathlon Technical Officials Level 1 Seminar	29 to 30 June 2024	Peter Chua	4
2025 Singapore World Triathlon Technical Officials Refresher Seminar	23 March 2025	Peter Chua	15

TRI Technical Officials Courses (Participations)

NIL

Technical Officials Assignment for Major Games:

TRI selected the following Technical Officials from Singapore to officiate in the following Major Games:

Games	Date	Name
2024 Paris 2024 Olympic Games	30 Jul to 5 Aug 2024	Steven Wong Teck Cheong

Capability Development (Coaching)

As of 31 March 2025, there are:

Coaches	Female	Male	Total
NROC	8	22	30
WT Level 1	3	6	5
WT Level 2	2	3	5

TRI TO Certification	Name	Gender	Course Year	Valid To	Note
Level 2	Eugene Lee	Male	2016	2024	
	Chan Chee Ming	Male	2017	2025	
	Christian Stauffer	Male	2017	2025	
	Chang Shuwen	Female	2023	2027	
	Michelle Verma	Female	2012	2028	Revalidated through CroC
Level 1	James Middleditch	Male	2022	2026	
	Mohamed Masri	Male	2022	2026	
	Chew Yi Heng	Male	2022	2026	
	Muhammad Dzulkifly	Male	2023	2027	
	Ng Kan Jie Bervyn	Male	2024	2028	
	Leonard Ng	Male	2024	2028	
	Michelle Evelyn Chow	Female	2023	2027	
	Dushyanti Zainal	Female	2024	2028	
	Siti Noorimah	Female	2024	2028	

TRI Coaching Courses (Participants):

The following coaches from Singapore were selected by TRI to further enhanced their coaching capabilities:

Course	Date	Coach	Status
2024 Rayong World Triathlon Coaches Level 1 Course	2 to 6 August 2024	Leonard Ng	Pass
		Bervyn Ng	Pass
		Siti Noorimah	Pass
		Dushyanti Zainal	Pass

Sports Development Programs (Community):

Youth Aquathlon League

TAS launched the Youth Aquathlon League, to create opportunities for kids and Youth (7 to 19 years old) to enter the sport of Triathlon. This is a series of mini aquathlon events conducted in schools (Pool Swim) culminating to the Grand Final in our Inter-Schools Aquathlon. For FY24, we organised 3 races

Name of Event	TAS Youth Aquathlon League – Series 1
Date	19 January 2025
Venue	XCL World Academy Singapore
Statistics	Total Number of Participants: 97 Up to 12 – 29 Male, 26 Female 13 to 15 – 20 Male, 8 Female 16 to 19 – 9 Male, 5 Female

Name of Event	TAS Youth Aquathlon League – Series 2
Date	16 February 2025
Venue	Nexus International
Statistics	Total Number of Participants: 110 Up to 12 – 35 Male, 23 Female 13 to 15 – 24 Male, 12 Female 16 to 19 – 11 Male, 5 Female

Name of Event	TAS Youth Aquathlon League – Series 3
Date	2 March 2025
Venue	UWCSEA
Statistics	Total Number of Participants: 118 Up to 12 – 39 Male, 27 Female 13 to 15 – 22 Male, 12 Female 16 to 19 – 14 Male, 4 Female

SportCares-Li Foundation Multisport Programmes

There are currently 4 community partners in the SportCares – Li Foundation MultiSport Programme. Namely, NorthLight School and Muhammadiyah Welfare Home (at-risk youth), 7oaks Student Cares Bedok & Jurong (vulnerable children), and MIJ HUB (youth with special needs). Total of 143 children and 96 youths in SLFMSP.

SportCares – Li Foundation Triathlon 2024

Date: 12 June 2024

Venue: Singapore Sports Hub – 100Plus promenade & OCBC Square

Number of Participants – 155

Coaches and Youth Instructors – 16

Singapore Sport School – Multi Sport Experience

Date: 5 & 6 November 2024 (2 days)

Venue: Singapore Sport School

Objectives: Promoting & introduction of multisport amongst sport school students and talent identification.

Number of Participants: 54 Students, 3 Technical Official & 2 Coaches

Conflict of Interest Policy

All Board members and staff are required to comply with TAS Conflict of Interest Policy. The policy states that all staff and Board members shall declare in writing the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest, real or perceived.

The declaration is to be made, signed and file annually during the start of Financial Year or at AGM. At any point of time there is any addition or deletion in the information declared, a supplementary declaration describing such change should be made and file as soon as reasonably possible.

Any staff and Board members shall abstain and not participate in any discussion, decision making or voting on matters where they have a conflict of interest, declared either in writing or orally.

Name	Current Board Appointment	Occupation / Conflict of Interest
Paul Rachmadi	President 30 Sept 2024	Deputy CEO, Security & Risk Solutions Pte Ltd Parent of Athlete, Nicholas Rachmadi Ex-Colleague of Orange Room's Director (Full Member) CL1 Technical Official Asia Triathlon Executive Board – Member (SEA Rep)
Michelle Evelyn Chow	Deputy President 30 Sept 2024	Associate Performance Psychologist, InPsychful LLP TRI Level 1 Coach / NROC Coach CL1 Technical Official
James Middleditch	Secretary General 30 Sept 2024	Director, INSEAD Parent of Athlete, Louisa Middleditch TRI Level 1 Coach / NROC Coach
Benjamin Khoo	Assistant Sec Gen 30 Sept 2024	Chief of Staff, Dsm-firmenich HPP Athlete Asia Triathlon Information Committee - Member
Yu Kok Chew	Treasurer 30 Sept 2024	Managing Director, YNY Design + Construction Pte Ltd Parent of Athletes, Herlene Yu and Hillary Yu
Yvonne Teo	Board Member 30 Sept 2024	Director, Deutsche Bank Singapore Singapore Women's Triathlon Club (Associate Member)

Chew Yi Heng	Board Member 30 Sept 2024	Design Engineer, Dyson Operations TRIBAL Triathlon Club (Full Member) TRI Level 1 Coach / NROC Coach
Trevor Xie Sheng Jie	Board Member 30 Sept 2024	Director, Conservation Capital Pte Ltd HPP National Age Group
Dr Joshua Li	Board Member 30 Sept 2024	Doctor, Singapore Health Services HPP Athlete TRIBAL Triathlon Club - Member Sports Physician, SSMC@HPSI
Dr Adrian Ooi	Board Member (Appointed) 28 Oct 2024	Medical Director & Consultant Plastic Surgeon Polaris Plastic & Reconstructive Surgery HPP Athlete
Ong Si Ying Jasmine	Board Member (Appointed) 20 Nov 2024 Chairman of Technical Committee	Tutor, Freelance TRI Level 2 Technical Official
Eugene Ong	Acting GM / High Performance Manager 1 Nov 2024	TAS Secretariat TRI Level 1 Technical Official
Omar Bakar	Sports Dev Manager 1 Nov 2021	TAS Secretariat TRI Level 2 Technical Official
Jeff Lim	Assistant GM 28 Feb 2025	TAS Secretariat TRI Level 2 Technical Official

Whistle-Blowing Policy

The charity has in place a whistle-blowing policy, to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.

We also have a complaint policy in place setting out guidelines and processes in addressing complaints.

Disclosure of Remuneration received by Board Members

No Board Members were remunerated during the financial year for their services directly related to the Board and its work.

Disclosure of Related Party Transactions

The following related party transactions in the financial year:

Name of Related Party	Nature of relationship	Transactions
Paul Rachmadi	Board Member	Donation income - \$24,000
Benjamin Khoo	Board Member	Donation income - \$200
James Middleditch	Board Member	Donation income - \$34,147
Ahmad Arif Ibrahim	Board Member	Donation income - \$503
Chew Yi Heng	Board Member	Donation income - \$4,984
Trevor Xie	Board Member	Donation income - \$4,902
Yu Kok Chew	Board Member	Donation income - \$4,951
Michelle Evelyn Chow	Board Member	Donation income - \$1,265
SRS Integrated System Pte Ltd	Board Member's Business	Donation income - \$5,000
Conservation Capital Pte Ltd	Board Member's Business	Donation income - \$6,974
Cordelia Stephanie Chai	Board Member's Family	Donation income - \$38,508
Ooi Chung Mui Nee Tan	Board Member's Family	Donation income - \$5,200
Nicholas Rachmadi	Board Member's Family	Donation income - \$410
Eugene Ong	Secretariat	Donation income - \$50
Paul Rachmadi	Board Member	Per Diem paid - \$4,500
James Middleditch	Board Member	Per Diem paid - \$3,300
Michelle Evelyn Chow	Board Member	Per Diem paid - \$1,200
Benjamin Khoo	Board Member	Per Diem paid - \$600
Chew Yi Heng	Board Member	Coaching Fees - \$675
Security & Risk Solutions Pte Ltd	Board Member's Business	Payment for services - \$1,886

Disclosure of Annual Remuneration of Employees

Salary range \$100,001 - \$150,000	1
Salary range below \$100,000	1

Disclosure of employees who are close members of the family of GM or Board Members

No employee are close members of the family of GM or Board Members

Review of the Audited Financial Statements and Other Financial Information **(Financial year ending 31 March 2025)**

The Financial Statements for the year ending 31 March 2025 was audited by **S B Tan Audit PAC**, and had given the opinion that the financial statements are properly drawn up in accordance with the provisions of the Societies Act, the Charities Act and Financial Reporting Standards in Singapore, so as to give a true and fair view of the financial position of the Association as at 31 March 2025 and of the financial performance, changes in funds and cash flows of the Association for the year ended on that date.

(For more information, please refer to Audited Financial Statements for financial year ending 31 March 2025)

Review

For the financial year ending 31 March 2025,

Total Income: \$ 1,611,510

Total Expenditure: \$ 1,366,507

Surplus for financial year: \$ 245,003

Below is a summary of our financial activities for the year ending 31 March 2025

Receipts	FY24	FY23	Note
Tax Deductible Donations	\$448,567	\$ 379,531	
Non Tax Deductible Donations	\$ 5,849	\$ 1,022	
SportSG	\$ 487,656	\$ 246,532	SpexPotential, SpexScholarship in FY24
OTSF	\$ 571,428	\$ 369,745	

Event Income	\$ 35,604	\$ 54,797	
Membership	\$ 5,012	\$ 5,972	
Programme Fees	\$ 600	\$ 1,550	
Tote Board Grant	\$ 49,568	\$ 0	
Other Income	\$ 7,226	\$ 16	VCF-ICT Fund in FY24

Expenses	FY24	FY23	Note
Fund-Raising expenses	\$ 23,770	\$ 0	
Equipment and Supplies	\$ 24,941	\$ 0	Purchase of Sports Apparels in FY24
Administrative expenses	\$ 328,627	\$274,843	
Capability Development	\$ 9,659	\$ 4,947	
Direct Athletes Grant	\$ 30,000	\$ 19,923	
HPE Sports System	\$ 162,767	\$ 42,003	More investments in HPE in FY24
Local Competition	\$ 75,451	\$264,042	
Overseas Competition	\$ 291,993	\$ 299,197	
Singapore International Triathlon	\$ 261,767	\$ 183,600	
SpexPotential	\$ 99,432	\$ 0	
SpexScholarship	\$ 58,100	\$ 0	

Financial Position		
Land and Buildings	\$ 0	\$ 0
Property, plant and Equipment	\$ 4,133	\$ 0
Others – Intangible Assets	\$ 1,034	\$ 1,034
Investments	\$ 0	\$ 0
Inventories	\$ 0	\$ 0
Trade and other Receivables	\$ 15,809	\$ 7,888
Prepayment	\$ 12,838	\$ 12,904
Cash & Deposits	\$ 338,606	\$121,817

Liabilities		
Trade and other payables	\$ 35,285	\$ 51,511
Total Non-Current Liabilities	\$ 0	\$ 0

Donations

The association collected a total of \$ 454,416 in donations, of which \$398,817 were OTSF Donations (To support our HPE Programs), \$49,568 were Tote Board EFR donations (To support the association programs including development Programs) and \$6,031 were general donations.

Fundraising in FY24

Funds raised	\$ 454,416
Less: Fund Raising Expenditure	(\$ 23,770)
Net Surplus	\$ 430,647
Fundraising Efficacy	5%

Reserves Position

	Current Year	Current Year
Unrestricted Funds (Reserves)	109,841	(16,233)
Restricted Funds		
- Building Fund	-	-
- Education Fund	-	-
- Others	227,295	108,365
Endowment Funds	-	-
Total Funds	337,135	92,132
Annual Operating Expenditure	535,283	305,967
Ratio of Reserves to Annual Operating Expenditure	0.21	(0.05)

For the financial year ending 31 March 2025, we had total funds (Restricted + Unrestricted) of \$ 337,135

Our Reserves Policy is to raise more funds through events and programs, to continue building up our Reserves, with a goal to accumulate the equivalent of one year of operating expenditure. This is to provide financial stability, and sustainability for the conduct of our principal activities. TAS will also review its work plan every year to determine a sustainable budget for our operations and principal activities.

Future Plans

TAS focus over the next 4 years, will be on:

1. Strengthening our governance and building a professionally run NSA that will be seen as the leaders of Triathlon in Singapore and Southeast Asia.
2. Raise funds to build our reserves, with the objectives of a healthy sustainability index with reserve ratio of 25%.
3. Community engagement to align directions and increase affiliations (by 20% yearly).
4. Community Development with a focus on Youth-at-Risks, Tertiaries, Universities, Kids and Women
5. Develop a robust events calendar with increased opportunities for the masses to try Triathlon
6. In preparation for 2029 SEA Games in Singapore, to enhanced high performance programs to provide more support for athletes. Consistent Medals at SEA Games, qualification for all other Major Games, Participation with improving standards at Asian Cup and Championships races. (With the Support of SSI and SNOC)

Our Wishlist

- Collaboration with ActiveSG to establish Triathlon Academies lead by NROC coaches, and getting involve / sanctioning of all Triathlon related events supported or organised by ActiveSG.
- Sanctioning of all Triathlon related events in Singapore by private Event organisers, to establish a safe and conducive environment for our stakeholders to enjoy our sport.
- Enhanced the National Age Group Championships for Triathlon, Duathlon and Aquathlon
- Enhanced the National Club Championships with the participation of at least 20 clubs or more
- Collaborations with Clubs and Universities to deliver programs and events.
- A mass participation Women and Kids only Triathlon related event
- A Corporate Triathlon event for networking
- A Marquee Triathlon festival organised/hosted by Triathlon Singapore, to drive our profile and attract investments for the NSA.
- A high profile Triathlon Event sanctioned by World Triathlon in Singapore, creating opportunities for our HPP Athletes, and community engagements with our participants

The Year Ahead

Key Focus:

- MYSP 2026-2031
- Increase capabilities in fundraising to sustain our operations and build our reserves

- Regular review of the MYSP plan to re-strategize where necessary.
- Enhance our capabilities in Coaching development and developing coaches.
- Capability Development: Explore more opportunities for development of coaches and technical officials
- Enhance partnership with SportSG, Sports Hub, PA, Sports School
- Review of our existing policies, and to implement and set internal policies that is required by the code of governance 2023

Fundraising Plan:

- A fundraising event to drive donations towards OTSF, whilst giving to a strategic cause or foundation in collaboration with TAS
- Enhanced Funding model to drive donations and OTSF – overseas training and competitions, enhancing the environment for HPP athletes
- Donations and campaigns through giving.sg

Community outreach programs:

1. Youth Development programmes

- Enhance and grow our Youth Development Programs
- Grow the depth of athletes, qualify more youths into our HPP Program.
- Regular overseas races and training camps to improve skills development.

2. Youth Aquathlon League

- Enhanced and improve on the YAL. More races in schools
- Collaboration and partnerships with MOE schools and International Schools
- To establish a marquee event as the Grand Final for the Youth Aquathlon League, where all the schools will come together for a multisport festival and race.

3. Women's Program and Tri-Ladies Event

- Possible partnership with Sports Hub, OCBC Aquatic Centre
- A women only swim-run event, with a series of clinics to prepare participants for their first race.

5. Inter Tertiary Program - Training Camp, Races

- To be used for talent identification of athletes into our HPP program
- For networking between Tertiaries and Universities, and for athletes to have opportunities of access to TRI Coaches and Races

New Governance Evaluation Checklist for the Financial Year ended 31 March 2025

The checklist is based on the Code of Governance 2023.

TAS will submit this GEC via the Charity Portal by 30 Sept 2025.

Principle	ID	Complied?	Remarks
Principle 1: The charity serves its mission and achieves its objectives.			
Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	

Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The Charity has an effective Board and Management			
The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	Current Term of office is 2 years. There are plans to change to 3 years and align to this reappointment once every 3 years
Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member’s reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.) ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer’s years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	

Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	
The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	Current maximum tenure of Board Member is 8 years. There are plans to change to 10 years.
For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
Principle 3: The Charity acts responsibly, fairly and with integrity.			
Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	

Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial	Practiced but no written policy on this. Plan to aligned with IF's sustainability policy.
Principle 4: The Charity is well-managed and plans for the future			
Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Partial	Practiced but no written policy and processes on this. Requires further work and plan .

Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial	Requires further work on the following: - AML / CFT - IT, Cyber-security - Investment
The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
Principle 5: The Charity is accountable and transparent			
Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
Principle 6: The Charity communicates actively to instil public confidence			
Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	No	Require further work on this, to draft media communication policy.

Prepare by: Eugene Ong (General Manager, Triathlon Singapore)
Vetted / Approved by: TAS Board