



EQUESTRIAN FEDERATION OF SINGAPORE

(A Registered Singapore Charity and Institution of Public Character)
Affiliated to Singapore National Olympic Council, Singapore Sports Council,
Fédération Equestre Internationale & Asian Equestrian Federation

EQUESTRIAN FEDERATION OF SINGAPORE CONSTITUTION UPDATED 2025

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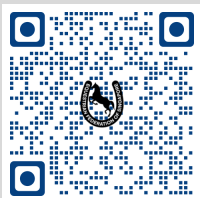


Table of Contents

1. NAME	3
2. DEFINITIONS	3
3. PLACE OF BUSINESS.....	5
4. AFFILIATION.....	5
5. AUTHORITY.....	5
6. INCLUSIVITY	5
7. OBJECTS.....	5
8. MEMBERSHIP	6
9. FULL MEMBERS	6
10. ASSOCIATE MEMBERS	7
11. INDIVIDUAL MEMBERS	7
12. APPLICATION FOR MEMBERSHIP	8
13. MEMBERSHIP FEES.....	8
14. SANCTION TO COMPETE	8
15. ANNUAL GENERAL MEETING	9
16. EXTRAORDINARY GENERAL MEETING	10
17. ATTENDANCE AND QUORUM FOR AND CONDUCT OF GENERAL MEETINGS	10
18. VOTING AT GENERAL MEETINGS	11
19. GOVERNING BOARD.....	11
20. NOMINATION AND ELECTION	11
21. KEY OFFICE BEARERS	12
22. BOARD MEMBERS	13
23. ELECTED BOARD MEMBERS.....	13
24. APPOINTED BOARD MEMBERS.....	14
25. BOARD TENURE	14

26.	BOARD ROLE AND POWERS.....	14
27.	DUTIES OF OFFICE BEARERS	15
28.	BOARD MEETINGS	16
29.	CIRCULAR RESOLUTIONS.....	17
30.	BOARD COMMITTEES	17
31.	ATHLETES COMMISSION	18
32.	ADVISORS AND PATRONS.....	18
33.	GENERAL MANAGER.....	19
34.	AUDIT AND FINANCIAL YEAR.....	19
35.	POLICIES AND BYE-LAWS	19
36.	CONFLICT OF INTEREST	20
37.	ANTI-DOPING	20
38.	SAFE SPORT	20
39.	DISPUTE RESOLUTION.....	20
40.	PRESS RELEASE	21
41.	TRUSTEES	21
42.	PROHIBITIONS	22
43.	CESSATION OF CHARITY STATUS	23
44.	DISSOLUTION	23
45.	AMENDMENTS TO CONSTITUTION	23
46.	MATTERS NOT PROVIDED FOR	24

1. NAME

The Federation shall be known as the “Equestrian Federation of Singapore (E.F.S)”, hereinafter referred to as the “EFS”.

2. DEFINITIONS

- 2.1. In this Constitution words supporting the singular include the plural and vice versa, and words importing any gender include other genders.
- 2.2. In this Constitution unless the context requires otherwise:
 - 2.2.1. “Advisor” means an advisor to EFS appointed in accordance with Article 32.
 - 2.2.2. “Affiliate Member” means a Full Member or Associate Member admitted to EFS in accordance with Articles 9 and 10 respectively.
 - 2.2.3. “AGM” means the Annual General Meeting of EFS members required to be held by EFS in each financial year.
 - 2.2.4. “Appointed Board Member” means an EFS Board Member appointed under Article 24.
 - 2.2.5. “Authorised Delegate” means a person authorised by a Full Member to attend a General Meeting of EFS and to speak and vote on its behalf at such meeting.
 - 2.2.6. “Associate Member” means an entity admitted as a member of EFS in accordance with Article 10.
 - 2.2.7. “Board” means the body consisting of Elected and Appointed Board Members that governs EFS.
 - 2.2.8. “Board Committee” means a committee established under Article 30.
 - 2.2.9. “Board Member” means a member of the EFS Board and includes Elected Board Members and Appointed Board Members.
 - 2.2.10. “Board Members” means all or some of the Board Members of EFS acting as a board.
 - 2.2.11. “By-law” means a by-law made under Article 35.
 - 2.2.12. “Constitution” means this constitution as amended from time to time, and a reference to an article is a reference to an article of this Constitution.

- 2.2.13. “Discipline” means all equestrian disciplines recognised by the Federation Equestre Internationale (FEI) and the sport of polo as recognised by Federation of International Polo (FIP), both of which are accepted by EFS as programmes under its jurisdiction.
- 2.2.14. “Elected Board Member” means an EFS Board Member elected under Article 22.
- 2.2.15. “EGM” means an Extraordinary General Meeting of EFS members called in accordance with Article 16.
- 2.2.16. “Equestrian” means the sport of equestrian, including all the Disciplines.
- 2.2.17. “Equestrian Events” means competitions, championships, demonstrations, exhibitions and any other events relating to Equestrian.
- 2.2.18. “Full Member” means an entity admitted as a Member of EFS in accordance with Article 9.
- 2.2.19. “General Meeting” means a general meeting of EFS and includes the AGM and EGM.
- 2.2.20. “IHLs” means Institution of Higher Learning such as Institutes of Technical Education, Polytechnics and Universities that are under the purview of the Ministry of Education of Singapore.
- 2.2.21. “Independent Member” means an Appointed Board Member who is defined as being independent under Article 24.3.
- 2.2.22. “Key Office Bearer” means a person who holds the position of President, Vice President, Secretary General, Treasurer or any other key appointment in the EFS Board.
- 2.2.23. “Member” means a member of EFS in accordance with Article 8.
- 2.2.24. “Object” means the objects of EFS set out in Article 7.
- 2.2.25. “Patron” means a patron of EFS appointed in accordance with Article 32.
- 2.2.26. “Policy” means a policy made under Article 35.
- 2.2.27. “Authorised Representative” means a person appointed by an Associate Member to attend a General Meeting of EFS
- 2.2.28. “Special Resolution” means a resolution that must be passed by two-thirds of the members present at a General Meeting who are entitled to vote in accordance with the Constitution.
- 2.2.29. “Trustee” means a Trustee of EFS appointed in accordance with Article 40.

2.2.30. “Voting Members” means all Full Members eligible to vote at a General Meeting.

3. PLACE OF BUSINESS

The place of business of EFS shall be at 100 Jalan Mashhor, Singapore 299177, or such other place as may from time to time be decided by the Board, subject to the approval of the Registrar of Societies. EFS shall carry out its activities only in places and premises which have the prior written approval from the relevant authorities, where necessary.

4. AFFILIATION

- 4.1. EFS shall be affiliated to the Federation Equestre Internationale (hereinafter referred to as “FEI”), Asian Equestrian Federation (hereinafter referred to as “AEF”), Singapore National Paralympic Council (“SNPC”), the Singapore National Olympic Council (hereinafter referred to as “SNOC”), Sport Singapore (hereinafter referred to as “SportSG”), National Council of Social Service (hereinafter referred to as “NCSS”), the Ministry of Culture, Community and Youth (“MCCY”) (or any relevant successor ministry) and Federation of International Polo (“FIP”).

5. AUTHORITY

EFS shall strive for government and public recognition as the national governing body and authority for the sport of Equestrian in Singapore by virtue of EFS’ affiliation to entities referred to in Article 4.1, and through endeavours that further the Objects of EFS.

6. INCLUSIVITY

EFS shall be inclusive and shall integrate into EFS’ activities any adaptive form of Equestrian for people with disabilities that has been approved by SNPC or the International Paralympics Committee.

7. OBJECTS:

- 7.1. The objects of the EFS shall be as follows:
- 7.1.1. Promote, develop and increase participation for the sport of Equestrian in Singapore;

- 7.1.2. 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 Equestrian;
- 7.1.3. To engage communities and provide Equestrian access to vulnerable segments of the community such as youth at risk and the less privileged;
- 7.1.4. Unify, co-ordinate, sanction and organize Equestrian activities in Singapore, including national and international Equestrian tournaments and events;
- 7.1.5. Raise the competitive standards of Equestrian athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games;
- 7.1.6. Provide sport pathways and opportunities for the progression and advancement of Equestrian athletes, coaches and technical officials in Singapore; and
- 7.1.7. Raise the technical capability of Equestrian coaches and technical officials in Singapore.
- 7.1.8. To do all things complementary or incidental to attain the aforesaid objects in Articles 7.1.1. to 7.1.7.

8. MEMBERSHIP

- 8.1. EFS membership shall consist of Full and Associate Members, who will collectively be referred to as EFS Affiliates, and Individual Members.
- 8.2. The list of the approved and most current EFS Affiliates shall be posted on EFS's official website and/or other forms of social media utilised by the EFS.
- 8.3.

9. FULL MEMBERS

- 9.1. Full Members shall be legal entities registered in Singapore with the Registry of Societies (ROS) or the Accounting and Corporate Regulatory Authority (ACRA), IHLs, Government Ministries and Statutory Boards that are willing to observe the rules and regulations of EFS.
- 9.2. Full Members shall be involved in the promotion, training and/or development of Equestrian in Singapore.

- 9.3. Full Members shall have participated in the competitions, programmes, courses, activities and gradings organised and/or sanctioned by EFS with a total of at least fifteen (15) registered participants within the last 12 months.
- 9.4. Full Members shall have at least thirty (30) individuals as registered paying members.
- 9.5. At least half of the members, shareholders and/or the management of Full Members shall be Singapore citizens.
- 9.6. Full Members shall have full voting rights at EFS' General Meetings and for the election of members to the EFS Board.
- 9.7. Full Members shall be approved by a special resolution (i.e. requiring the consent of at least two-thirds of the voting members present) at any GM and may only exercise their voting rights at subsequent General Meetings.
- 9.8. Full Members shall be subject to an annual audit of the membership criteria (i.e. 9.3, 9.4, 9.5) by the Board for the approval of membership renewal on an annual basis.
- 9.9. A Full Member may only be removed as a member of EFS if it is in breach or has defaulted in its obligations as a member, and its removal as a member has to be approved by a special resolution (i.e. requiring the consent of at least two-thirds of the voting members present) at a General Meeting.

10. ASSOCIATE MEMBERS

- 10.1. Associate Members shall be organisations, clubs, institutions, schools, academies and Equestrian teams that are willing to observe the rules and regulations of EFS but are not eligible for Full Membership.
- 10.2. Associate Members shall have no voting rights.
- 10.3. All Associate Membership applications shall be approved by the Board.

11. INDIVIDUAL MEMBERS

- 11.1. An Individual Member shall be any person above twelve (12) years of age, who is willing to observe the rules and regulations of EFS. Applicants who are below eighteen (18) years of age must have the written consent of their parent or guardian.
- 11.2. Individual Members shall have no voting rights.
- 11.3. All Individual Membership applications shall be approved by the Board or by any person so delegated by the Board.

12. APPLICATION FOR MEMBERSHIP

- 12.1. All membership applications shall be submitted to the Secretary General as prescribed by EFS.
- 12.2. Application for membership may be rejected by the Board on any of the following grounds:
- 12.3. The applicant does not satisfy all the relevant membership criteria set out in the relevant membership category in this Constitution;
- 12.4. The applicant has been convicted of an offence involving moral turpitude, declared a bankrupt, wound up or dissolved;
- 12.5. If accepting the applicant would in the Board's absolute discretion be deemed prejudicial to the interest of EFS as a whole.

13. MEMBERSHIP FEES

- 13.1. Members shall pay a one-time membership entrance fee and an annual membership renewal fee as determined by the Board from time to time. Membership renewal fees shall be paid by 1st April of each year.
- 13.2. The Board may suspend members who have membership renewal fee arrears of one (1) month or more. Suspended members shall not be entitled to any of the rights and privileges of membership including voting rights at General Meetings.
- 13.3. The Board shall terminate memberships who have membership renewal fee arrears of more than one (1) year. Terminated members may only apply to be reinstated as a member after a lapse of one (1) year.
- 13.4. The list of suspended and terminated Affiliates shall be posted on EFS's official website and/or other forms of social media utilised by the EFS along with the effective date of their suspension or termination. The income and property of EFS whensoever derived shall be applied towards the promotion of the Objects of EFS as set forth in this Constitution and no portion thereof shall be paid or transferred directly or indirectly by way of dividend or bonus or otherwise howsoever by way of profit to the persons who at any time are or have been members of EFS or to any of them or to any person claiming through any of them.

14. SANCTION TO COMPETE:

No rider shall be allowed to participate in any competition in Singapore which is organised or sanctioned by the EFS unless the rider is a member of a Full Member or Associate Member of the EFS, or is participating under the auspices of an FEI Member National Federation,

provided that the Board may from time to time waive these requirements with respect to any equestrian activity or any particular competition.

15. ANNUAL GENERAL MEETING

- 15.1. The supreme authority of EFS is vested in a General Meeting of the members. The AGM shall be held not later than 30 September each year.
- 15.2. If there are any unavoidable reasons for delay in holding the AGM by 30 September, the members shall be notified of the reason by 31 August through email or on EFS' official website and/or other forms of social media utilised by the EFS. The AGM may be postponed to a later date if not more than one-third (1/3) of the Full Members raise any objection in writing to EFS within seven (7) days from the date of this notification.
- 15.3. At least fourteen (14) days' notice shall be provided to Affiliates, through email and/or on EFS' official website and/or other forms of social media utilised by the EFS, specifying the place, date and time of the AGM.
- 15.4. Full Members who wish to table a resolution for approval at the AGM must notify the Secretary General in writing at least seven (7) days before the date of the AGM.
- 15.5. The agenda for the AGM, the Board's annual report and the audited financial statements for the preceding financial year, shall be forwarded to the members at least four (4) days before the date of the AGM.
- 15.6. The business to be transacted at the AGM shall be:
 - 15.6.1. To approve the annual report and the previous financial year's audited financial statements.
 - 15.6.2. To approve any resolutions tabled by Full Members in accordance with Article 15.4 or by the Board.
 - 15.6.3. Where applicable, to appoint auditors for the ensuing term. Where applicable, to approve or remove Full Members
 - 15.6.4. Where applicable, to approve the list of nominations received and to hold the election of Board Members.
 - 15.6.5. No business other than that stated in the notice and agenda for the AGM shall be transacted at the AGM.
- 15.7. No business other than that stated in the notice and agenda for the AGM shall be transacted at the AGM.

16. EXTRAORDINARY GENERAL MEETING

- 16.1. An Extraordinary General Meeting (EGM) may be convened at any time by order of the Board or on receipt of a written requisition by at least one- third (1/3) of the Full Members on EFS' membership register. Such requisition shall state the business that is to be transacted at the requested EGM.
- 16.2. The Board shall convene the EGM within one (1) month of receiving the requisition. Full Members who requisitioned the EGM may proceed to convene the EGM if one is not convened by the Board and shall provide the relevant notice and agenda for the meeting to the Full Members.
- 16.3. At least fourteen (14) days' notice shall be provided to Affiliates, through email or on EFS' official website, specifying the place, date and time of the EGM along with the resolutions to be passed at the meeting.

17. ATTENDANCE AND QUORUM FOR AND CONDUCT OF GENERAL MEETINGS

- 17.1. The names of the Authorised Delegates of Full Members and the uthorised Representatives of Associate Members shall be notified to the Secretary General at least three (03) days before the date specified for the General Meeting. Each Full Member is entitled to nominate up three (3) Authorised Delegates to attend and vote at the General Meetings.
- 17.2. Only Authorised Delegates, Authorised Representatives, incumbent Board Members and where applicable, Individual Members nominated for Board elections shall be eligible to attend General Meetings.
- 17.3. The Board may also invite various others including EFS' auditors, legal advisors and observers from EFS stakeholders for General Meetings. Such invitees shall not participate in the proceedings of the General Meeting and may only address the meeting if deemed necessary by the Chairman or with the consent of the authorised delegates present at the meeting.
- 17.4. At least a third (1/3) of the total number of persons eligible to vote, present at a General Meeting shall form a quorum.
- 17.5. In the event of there being no quorum at the commencement of a General Meeting, the meeting shall be adjourned for half-an-hour and should the number then present be insufficient to form a quorum, those present shall be considered a quorum, but they shall have no power to amend or make addition to the existing Constitution.
- 17.6. General Meetings (i.e. AGM and EGM) may be conducted, wholly or partly, by electronic means. Members must at least be allowed to contemporaneously observe the proceedings of such meetings by audio and video means (e.g.

“live” webcast) and to cast their vote electronically where required. Details on the arrangements for meetings to be conducted by electronic means shall be provided to members in the notice of the meeting.

18. VOTING AT GENERAL MEETINGS

- 18.1. Only Authorised Delegates of Full Members who are above the age of twenty-one (21) shall be eligible to vote at General Meetings and for the election of Board Members.
- 18.2. Each Authorised Delegate shall have one vote. Board Members shall have no voting rights at General Meetings unless he is an Authorised Delegate of a Full Member.
- 18.3. Voting by proxy is not allowed at all General Meetings.
- 18.4. All resolutions, with the exception of special resolutions, shall be approved by a simple majority (i.e. more than half) of the votes cast. All special resolutions shall be approved by at least two-thirds (2/3) of the votes cast.
- 18.5. Electronic voting shall be allowed for general meetings conducted by electronic means. Electronic voting can be by a physical or digital show of hands or by an online poll.

19. GOVERNING BOARD

- 19.1. EFS shall be governed by a Board between General Meetings. The Board shall have all the powers necessary to manage the affairs of EFS other than those matters reserved for the General Meeting’s approval.
- 19.2. The Board shall have nine (9) elected board members along with the Chairman of the EFS Athletes Commission. The Board may also have up to five (5) Appointed Board Members.
- 19.3. More than half of the Board shall be comprised of Singapore citizens.

20. NOMINATION AND ELECTION

- 20.1. All nominations for the Board election must reach the EFS office at least seven (7) days before the AGM, and any nominations received thereafter shall be invalid.
- 20.2. All nominations shall be submitted in prescribed forms and along with the required supporting documents as may be determined by the Board.
- 20.3. All nominations must be proposed by a registered member of a Full Member and seconded by another registered member of a Full Member.

- 20.4. Nomination forms shall include a declaration by the nominee of any personal or business interest that may be of concern to EFS or its members.
- 20.5. Nominated candidates must fulfil all the eligibility conditions in the sub-articles of Article 22 (Board Member) and 23 (Elected Board Members) respectively.
- 20.6. The voting eligibility of Full Members, their Authorised Delegates and the nominated candidates for the Board election shall be verified and confirmed by a panel comprising two (2) or more independent members from the Board.
- 20.7. The list of eligible nominees shall be published in EFS' official website and/or other forms of social media utilised by the EFS and/or emailed to all Members at least five (5) days before the AGM where the election is to be held.
- 20.8. The election should be conducted or supervised by an independent member of the Board.
- 20.9. Election will be by secret ballot and the result shall be based on a simple majority of the votes cast.
- 20.10. Any tie in votes that affects the outcome of the election shall be decided by a subsequent round(s) of voting until the tie is resolved.
- 20.11. Where the tie in votes involves more than two (2) candidates, candidate(s) with the lower votes(s) in the subsequent round(s) of voting shall be eliminated before the next round of voting for the remaining candidates with the highest and equal number of votes.
- 20.12. The counting of votes shall be overseen and verified by the representatives from EFS' auditors and/or legal advisers who are present at the AGM.

21. KEY OFFICE BEARERS

- 21.1. The Board shall elect from among themselves key office bearers, who will minimally be the President, Vice President, Secretary General, Treasurer and Assistant Treasurer following an AGM where an election is held or whenever a vacancy arises.
- 21.2. The President, Vice President and Secretary General shall be Elected Board Members who are Singapore citizens or Singapore Permanent Residents and shall be elected by the Elected Board Members at the first Board Meeting following an AGM.
- 21.3. The Treasurer should preferably have a recognised accounting qualification and/or appropriate commercial and/ or business experience.

- 21.4. The President should have served and made positive contributions to the sport of Equestrian and/or EFS as an ex-athlete, official or Elected Board member, or should be a prominent individual of good standing within the sport and/or business community.

22. BOARD MEMBERS

- 22.1. Board Members shall be at least twenty-one (21) years of age and shall be Singapore citizens or Singapore Permanent Residents.
- 22.2. Board Members shall not be undischarged bankrupts or have criminal convictions.
- 22.3. Board Members shall not be serving a suspension or ban from EFS, FEI or other regulatory authority.
- 22.4. Board Members shall be persons of exemplary character with the relevant experience and credentials.
- 22.5. Board Members shall neither be a paid employee of EFS nor have a family member (i.e. child, sibling, parent, spouse, spouse's parent, spouse's sibling, grandparent, or grandchildren) who is a paid employee of EFS.
- 22.6. No more than three (3) of the Board Members shall be family members, and such relationships must be declared upfront in the nomination and before the Board election.
- 22.7. Any change of Board Members shall be notified to the Registrar of Societies and the Commissioner of Charities within two (2) weeks of the change.

23. ELECTED BOARD MEMBERS

- 23.1. An Elected Board Member shall be a registered member of a Full Member of EFS who is duly elected by the voting members at an AGM.
- 23.2. Elected Board Member shall act in the best interest of EFS, and not do anything to bring the EFS into disrepute.
- 23.3. The Board may at any time appoint a suitable person to fill a position vacated by an Elected Board Member for the remaining term of office for the vacated position.
- 23.4. Where more than half of the Elected Board Member positions become vacant, the Board shall convene a General Meeting (EGM or AGM), within two (2) months from the last position becoming vacant, in order to elect the replacements for the remaining period of office.

24. APPOINTED BOARD MEMBERS

- 24.1. The Elected Board Members may appoint up to five (5) other Board Members to ensure an appropriate balance and diversity of skills, experience and gender within the Board.
- 24.2. Appointed Board Members shall preferably be from the legal, accounting or medical profession or shall be experts in other relevant fields including marketing, event management or coach education.
- 24.3. Appointed Board Members shall be independent members who are not registered members of the Affiliates and who do not have any vested interest in the affairs or business of EFS.
- 24.4. The Board may at any time appoint a suitable person to fill a position vacated by an Appointed Board Member for the remaining term of office for the vacated position.
- 24.5. The Board shall have the power to remove an Appointed Board member before the expiration of his/her term of office and may appoint another person in his stead for the remaining term of his/her office.

25. BOARD TENURE

- 25.1. The term of office of Elected Board members shall be four (4) years. However, at the first election following the adoption of this Constitution, five (5) of the Elected Board members will be elected for a four (4) year term and four (4) of the Elected Board members with the lowest votes will be elected for a two (2) year term of office to allow for staggered terms of office for the Elected Board Members.
- 25.2. The term of office of Appointed Board Members shall be up to two (2) years.
- 25.3. Counting from the year 2019, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for re-election or re-appointment to the Board after a lapse of at least two (2) years.
- 25.4. A Board Member may only hold the appointment of Treasurer for a term not exceeding four (4) consecutive years, and may only be considered for re-appointment as a Treasurer after a lapse of at least two (2) years.

26. BOARD ROLE AND POWERS

- 26.1. The role and powers of the Board shall be as follows:

- 26.1.1. Provide stewardship and trusteeship on behalf of members and be responsible for ensuring that EFS remains viable and effective in the present and for the future.
- 26.1.2. Provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programmes and resources are in place for EFS to meet its objectives.
- 26.1.3. Ensure all legal and statutory obligations are met and constitutional and governance requirements are complied with.
- 26.1.4. Establish a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of EFS' assets and the public funds it receives.
- 26.1.5. Set EFS' values and standards and ensure that obligations to members and other stakeholders are understood, and met and address all disciplinary issues that arise.
- 26.1.6. Be responsible for the appointment of the General Manager and other senior management employees of EFS and provide them with clear documented roles, responsibilities and accountabilities.
- 26.1.7. Review management and Board performance periodically.
- 26.1.8. Manage conflict of interest and take appropriate measures to ensure that EFS is protected against any personal or business interests of Board Members and employees of EFS.
- 26.1.9. Identify and sufficiently engage the key stakeholder groups of EFS and seek their views and feedback on EFS' strategies and policies.
- 26.1.10. Consider financial sustainability, social issues and environmental factors as part of its strategy and policy formulation.
- 26.1.11. Raise funds for EFS and approve expenditure from the funds and/or reserves of EFS for EFS' activities, subject to clause 26.1.12.
- 26.1.12. Decisions that involve the acquisition and disposal of immovable properties or assets, and expenditures of significant value that draw on the EFS' financial reserves (i.e. more than 10% of reserves or S\$250,000 whichever is higher) should be approved at a General Meeting by a special resolution.

27. DUTIES OF OFFICE BEARERS

- 27.1. The President shall chair all General and Board meetings. The President shall also represent EFS in all matters with outside persons.

- 27.2. The Vice President shall assist the President and deputise for him/her in his/her absence.
- 27.3. The Secretary General shall ensure that all records of EFS, except financial, are kept safely and shall be responsible for their correctness. He/she shall ensure that the minutes of all General and Board meetings are recorded correctly. He/she shall also ensure that an up-to-date Register of Members is maintained at all times.
- 27.4. The Treasurer shall:
- 27.5. Be responsible for the funds of EFS.
- 27.6. Keep an account of all monetary transactions and shall be responsible for their correctness.
- 27.7. Report on the financial status of EFS at Board meetings and present audited financial reports at AGMs.
- 27.8. Not hold office in the Audit Committee if one is appointed by the Board.
- 27.9. The Assistant Treasurer shall assist the Treasurer and shall deputise for the Treasurer in his/her absence and shall not hold office in the Audit Committee if one is appointed by the Board.
- 27.10. All cheques, electronic or online payments for withdrawals from the bank shall be co-signed by the Treasurer or Assistant Treasurer, and either the President or the Vice President.
- 27.11. All other Board Members shall assist in the management of EFS and perform duties assigned by the Board from time to time.

28. BOARD MEETINGS

- 28.1. Board Meeting shall be held at least once every three (3) months after giving at least seven (7) days' notice to Board Members.
- 28.2. A Board Member who is absent from three (3) consecutive Board meeting without any reasonable excuse accepted by the Board shall be deemed to have withdrawn from the Board.
- 28.3. At least half of the Board Members must be present to form a quorum and for the meeting proceedings to be valid. This will include Board Members who participate in the meeting via telephone or video conferencing,
- 28.4. Voting at Board meetings shall be by show of hands unless the meeting decides otherwise by a majority vote in a secret ballot. All Board Members including the Appointed Board Members shall have one (1) vote each at Board Meetings.

- 28.5. Board Members who are not present at a meeting may write in prior to the meeting or call in during the meeting to vote on resolutions or required decisions circulated prior to the meeting.
- 28.6. The Chairman of the Board meeting shall have a casting vote (i.e. second vote) in the event of a tie in the votes.

29. CIRCULAR RESOLUTIONS

- 29.1. The Board may, by a circular resolution decide on any matters of EFS as stated within its powers under this Constitution. Such circular resolutions shall be as effective as a resolution passed at a Board meeting duly convened and held.
- 29.2. The Secretary General or his/her authorised delegate shall circulate such resolutions for the Board Members' approval upon the request by any of the Board Member who shall have a seconder for the same.
- 29.3. The circulation of such resolution(s) shall be relayed to Board Members by any acceptable means of communication adopted by the Board, including via email.
- 29.4. A circular resolution shall be carried upon acceptance by a simple majority of members from the Board and shall be tabled and ratified at the following Board meeting.

30. BOARD COMMITTEES

- 30.1. The Board may appoint, from time to time, such number of Board Committees and/or independent experts to assist the Board in the management and administration of EFS.
- 30.2. The Board may delegate to such Board Committees such powers as it deems necessary.
- 30.3. The Board shall minimally appoint the following Board Committees with the appropriate terms of reference:
 - 30.3.1. Audit Committee
 - 30.3.2. Selections Committee
 - 30.3.3. Appeals Committee
 - 30.3.4. Disciplinary Committee
 - 30.3.5. Finance Committee
 - 30.3.6. Competitions Committee
 - 30.3.7. Nominations & Governance Committee
 - 30.3.8. Fund Raising Committee

- 30.4. All Committees shall comprise at least three (3) persons appointed by the Board. Each of these Board Committees shall include an independent Board Member and shall have no more than two-thirds (2/3) of its members from the Board.

31. ATHLETES COMMISSION

- 31.1. EFS shall establish an Athletes Commission (AC) with the view to providing a process to promote open communication with the athletes.
- 31.2. The AC shall comprise no more than five (5) elected members, who are either past or present national equestrian athletes, including the Chairman who must be a former National Equestrian athlete, and shall be at least 21 years old.
- 31.3. The Chairman and members of the AC shall be elected by National athletes who have previously represented Singapore in international Equestrian competitions and, within the past twenty-four (24) months, whether in Singapore or otherwise, have (i) remained in active training and/or (ii) competed in Equestrian competitions in their personal capacity.
- 31.4. The term of office of the AC members and their term limits, if any, shall follow that of the Board.
- 31.5. The Chairman of the AC shall be appointed as a Board Member with voting rights and shall represent the AC in the Board until the expiry of his/her term as Chairman of the AC.

32. ADVISORS AND PATRONS

- 32.1. The Board may appoint Advisors and/or Patrons who may or may not be a Member of EFS to advise the Board in such matters as and when the Board deems necessary.
- 32.2. The Advisors and Patrons so appointed shall have no voting rights in the Board.
- 32.3. Patrons may be invited by the President and/or the Board to chair a General Meeting of EFS in which case the Patron shall have no voting rights.
- 32.4. The appointment of Advisors and Patrons may be terminated by either party giving one (1) month's written notice.

33. GENERAL MANAGER

- 33.1. The Board may appoint a General Manager (GM) or an equivalent to lead the EFS management and secretariat staff.
- 33.2. The GM shall hold office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, determined by the Board.
- 33.3. The exercise of the GM's powers and authorities, and the performance of the GM's duties, shall always be subject to the control of the Board.
- 33.4. The role of the GM will be to implement the strategies, plans and policies approved by the Board and to be responsible for the management and direction of EFS and its finances.
- 33.5. The GM shall attend all EFS meetings including General Meetings and Board meetings, subject to a determination otherwise by the Board. The GM shall not have a vote at these meetings but may speak on any matters where required.
- 33.6. Subject to the terms and conditions of the appointment, the Board may suspend or remove the GM from that office.

34. AUDIT AND FINANCIAL YEAR

- 34.1. A firm of Certified Public Accountants shall be appointed as auditors at the AGM for the next two (2) financial years and shall be eligible for reappointment.
- 34.2. The auditor shall be changed at least once every five (5) years, whether to another auditor from the same auditing firm or company or to another auditor from a different auditing firm or company.
- 34.3. The auditors may be required by the President to audit EFS' accounts for any period within their tenure of office or any date and make a report to the Board.
- 34.4. The auditors will be required to audit each financial year's accounts and present a report on them to the AGM.
- 34.5. EFS' financial year shall be from 1st April of each year to 31st March of the following year.

35. POLICIES AND BYE-LAWS

- 35.1. The Board shall have the power to approve, create, alter or revoke bye-laws, policies, regulations, procedures and practices in relation to the management and administration of EFS as it deems fit.

- 35.2. Such bye-laws, policies, regulations, procedures and practices from time to time in force shall not be inconsistent with the provisions of this Constitution.
- 35.3. If there is inconsistency, the provisions of the Constitution shall prevail, and that bye-law, policy, regulation, procedure or practice shall to the extent of the inconsistency be void.
- 35.4. When in force, such bye-laws, policies, regulations, procedures and practices shall be binding on all Members and have the same effect as a provision in this Constitution.

36. CONFLICT OF INTEREST

- 36.1. Board Members shall act in the best interests of EFS, and the Board shall set clear policies, procedures and take appropriate measures to declare, prevent and address any conflict of interest that may arise.
- 36.2. Whenever a member of the Board in any way, directly or indirectly, has an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his/her interest before the discussion on the matter begins. The Board Member concerned shall then offer to withdraw and leave the meeting and not participate in the discussion or vote on the matter. The Board shall decide if this should be accepted.

37. ANTI-DOPING

- 37.1. EFS shall recognise the right of all its athletes to participate in clean sport and is committed to ensuring the sport is doping-free and is free of any manipulation of competitions.

38. SAFE SPORT

EFS shall be committed to ensuring the safety and wellbeing of Equestrian athletes and practitioners (human and equine) in Singapore and shall take all necessary measures to protect them from all forms of harassment and abuse.

39. DISPUTE RESOLUTION

Any dispute arising amongst Members or between any Member and EFS shall be resolved in accordance with the Framework for Alternative Dispute Resolution for Sports (ADR Sports) or other dispute resolution framework jointly administered for the time being by SportSG, the Singapore Mediation Centre and the Singapore Institute of Arbitrators.

40. PRESS RELEASE

Only the President or the Secretary General or any other person authorised by the Board shall be entitled to give press releases relating to matters concerning EFS.

41. TRUSTEES

- 41.1. All immovable property acquired by EFS shall be vested in a Board of Trustees subject to a declaration of trust.
- 41.2. The Board of Trustees shall comprise at least two (2) but not more than four (4) members who shall be nominated by the Board and approved at a General Meeting.
 - 41.2.1. Trustee members shall be at least twenty-one (21) years of age and shall be Singapore citizens or Singapore Permanent Residents.
 - 41.2.2. Trustee members shall not be undischarged bankrupts or have criminal convictions.
 - 41.2.3. Trustee members shall not be serving a suspension or ban from EFS or other regulatory authority.
 - 41.2.4. Trustee members shall be persons of exemplary character with the relevant experience and credentials.
 - 41.2.5. Trustee members shall neither be a paid employee of EFS nor have a family member (i.e. child, sibling, parent, spouse, spouse's parent, spouse's sibling, grandparent, or grandchildren) who is a paid employee of EFS.
 - 41.2.6. Trustee members shall not effect any sale or mortgage of property without the prior approval of the General Meeting of members.
- 41.3. Any Trustee member may at any time resign from the Board of Trustees.
- 41.4. In the event where any Trustee member dies or becomes incapacitated or is declared to be of unsound mind or moves permanently from or is absent from the Republic of Singapore for a continuous period of twelve (12) calendar months, that Trustee member shall be deemed to have resigned from the Board of Trustees and his/her office declared vacant.
- 41.5. If any member of the Trustees shall commit any misconduct of such a nature as to render him/her unfit to continue as a member of the Board of Trustees, a General Meeting may be convened to remove such a member from and to appoint any new member of the Board of Trustees.

- 41.6. Notice of any proposal to remove any such member from the Board of Trustees or to appoint any new member to fill such vacancy shall be given by affixing a notice containing such proposals at the premises of EFS at least two (2) weeks prior to the General Meeting.
- 41.7. The result of such a meeting shall be notified to the Commissioner of Charities within two (2) weeks of the changes.
- 41.8. ROS: No longer a requirement to notify ROS.
- 41.9. The Commissioner of Charities shall be notified of the address of all immovable properties acquired by EFS, name of all members of the Board of Trustees and any subsequent changes.
- 41.10. The Board (with the consent of the Board of Trustees) and the General Meeting of members shall be authorised to accept grants, purchase, develop, lease, sell, mortgage or generally to deal with all immovable properties (including any part or portion thereof) of EFS (including the erection of buildings/structures on the immovable properties) for purposes of the objects of this Constitution or for the furtherance of EFS and related activities.
- 41.11. Such decision should be evidenced by true copies of resolutions passed at meeting/meetings of the Board, such true copies. The provision of this Rule shall not be amended without the prior approval in writing of the Controller of Residential Property and the Registrar of Societies and the Commissioner of Charities.

42. PROHIBITIONS

- 42.1. EFS' funds shall not be used to pay the fines of members who have been convicted in court.
- 42.2. EFS shall not engage in any trade union activity as defined in any written law relating to trade unions for the time being in force in Singapore.
- 42.3. EFS shall not indulge in any political activity or allow its funds and/or premises to be used for political purposes.
- 42.4. Gambling of any kind, excluding the promotion or conduct of a private lottery which has been permitted under the Private Lotteries Act Cap 250, is forbidden on EFS' premises. The introduction of materials for gambling or drug taking and of bad characters into the premises is prohibited.
- 42.5. EFS shall not raise funds from the public for whatever purposes without the prior approval in writing of the Assistant Director Operations, Licensing

Division, Singapore Police Force and other relevant authorities, where necessary.

- 42.6. EFS shall not hold any lottery, whether confined to members or not, in the name of EFS or of its office-bearers, Board or members unless with the prior approval of the relevant authorities.
- 42.7. Visitors and guests may be admitted into the premises of EFS but they shall not be admitted into the privileges of EFS. All visitors and guests shall abide by EFS' rules and regulations.

43. CESSATION OF CHARITY STATUS

In the event that EFS ceases to be a registered charity under the Charities Act, all debts, liabilities legally incurred on behalf of EFS shall be fully discharged, and the remaining funds will be donated to charitable organisation(s), or Institution(s) of a Public Character, when EFS is an Institution of a Public Character, as the case may be, with similar objectives in Singapore, which is (are) registered under the Charities Act as the members of EFS may determine at the General Meeting, unless otherwise allowed by the Commissioner of Charities.

44. DISSOLUTION

- 44.1. EFS shall not be dissolved except with the consent of not less than three-fifths (3/5) of those entitled for the time being to vote at General Meetings
- 44.2. In the event of EFS being dissolved as provided above, all debts and liabilities legally incurred on behalf of EFS shall be fully discharged, and the remaining funds will be donated to charitable organisation(s), or institution(s) of a Public Character, when EFS is an institution of a Public Character, as the case may be, with similar objectives in Singapore which is (are) registered under the Charities Act, as the members of EFS may determine at the General Meeting.
- 44.3. A Certificate of Dissolution shall be given within seven (7) days of the dissolution to the Registrar of Societies and Commissioner of Charities.

45. AMENDMENTS TO CONSTITUTION

- 45.1. No alterations, amendments or addition/deletion to this Constitution shall be made except at a General Meeting and with the consent of at least two-thirds (2/3) of the voting members present at the General Meeting.

- 45.2. Such alterations, amendments or additions/deletions shall only take effect after the approval from the Registrar of Societies and the Commissioner of Charities has been received.
- 45.3. Any proposal to amend the Constitution shall be notified in writing to EFS at least fourteen (14) days before the General Meeting together with a copy of the proposed amendments.

46. MATTERS NOT PROVIDED FOR

In all matters not provided for in this Constitution or doubts on the proper interpretation of the Articles in this Constitution, the decision of the Board shall be final unless it is reversed at a General Meeting of members.

- END OF CONSTITUTION -