

# Together for Excellence

EAGLES MEDIATION AND COUNSELLING CENTRE - ANNUAL REPORT 2015



There is hope.

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## Vision

Bringing Hope to Relationships

## Mission

We enable people to effectively manage personal, marital, family and organisational challenges and conflicts.

## History

EMCC was started by Dr John Ng who returned from his doctorate studies in Northwestern University, USA, in mid-1993 and was motivated to help mend strained and broken relationships. With the help of people who shared his passion, Eagles Mediation Services (EMS) was formed in 1996 as an arm of Eagles Communications and started its family mediation service. EMS was renamed Eagles Mediation & Counselling Centre in August 1997. It was incorporated and set up its operations at Temasek Polytechnic in October 1997.

## About Us

Since our establishment in 1997, EMCC has endeavoured to bring hope to broken relationships. We believe the Singaporean society at large benefits from the development of strong marriages and healthy families.

For couples and families who want to repair or strengthen their relationships, EMCC uses evidence-based methodologies to help them manage conflicts healthily and improve their relationships. This is done through our range of services: mediating disputes, providing marital and family counselling, and conducting educational workshops. We are also actively developing upstream initiatives towards the prevention and early detection of psycho-emotional and relational problems.

EMCC is one of the few agencies with the expertise to be a one-stop centre for relational restoration and wellness. We provide both mediation and psycho-therapy as a holistic and integrated approach to addressing relational disputes or difficulties.

EMCC is a full member of the National Council of Social Service (NCSS) and an approved Institution of Public Character (IPC).



# Management Committee Members



Front Row  
(Left to Right)

Miss Cindy Koh *Honorary Secretary*, Dr Kenny Tan *Honorary Chairman*,  
Dr John Ng *Honorary Vice-Chairman*

Mr Melvin Tan *Member*, Mr Nelson Yeap *Member*, Mr David Lum *Honorary Treasurer*,  
Mr Benny Ong *Honorary Assistant Treasurer*, Miss Donna Chuan *Member*

# EMCC Staff & Patron

## PATRON

A/Prof Ho Peng Kee

## MANAGEMENT TEAM

Benjamin Chan  
*General Manager*

Diana Chandra  
*Head, Counselling Services*

Lai Mun Loon  
*Manager, Mediation Services*

Caroline Ding  
*Manager, Training & Education*  
(1 January – 21 August 2015)

Pearl Pang  
*Manager, Training & Education*  
(Joined 1 September 2015)

## PROFESSIONAL STAFF

Billy Chan  
*Counsellor*

Rachel Chan  
*Counsellor*

Joline Lim  
*Senior Executive, Administration and  
Research, Counselling Services*

Tan Ying Shi  
*Senior Executive, Mediation Services*

## ADMIN STAFF

Herman Low  
*Executive, Corporate Services*

Teo Hwee Xin  
*Executive, Corporate Services*

Desiree Boey  
*Executive, Community Relations*

Paul Sim  
*Executive, Training & Education*

Juanita Kong  
*Intake Officer*  
(13 April 2015 – 6 August 2015)

Jay Tan  
*Intake Officer*  
(1 January – 30 April 2015,  
3 August – Present)

All staff members listed here as at  
31 December 2015



## Chairman's Message

We hope to position and equip EMCC to improve our standards and methods through partnerships with various local and international professional organisations.

Dr Kenny Tan  
Chairman, Board of Governors  
EMCC



## Setting up for Excellence

The demands on marriage and family life are changing as society progresses. Apart from providing interventional services in Counselling and Mediation, EMCC is taking an approach to provide upstream education programmes in order to equip couples and families with the skills and knowledge necessary for building strong marriages and healthy families. Our core focus of conflict management is much needed as breakdown of relationships are often but a result of failure to manage conflict.

The way forward to help couples and families thrive in Singapore must be developed through research and implementation of new practices. There is a greater demand for client autonomy in the help that they want to receive. It is therefore important that EMCC remains client-centric to meet the needs of our clients. I am glad that in line with EMCC's three year strategy we have partnered with various renowned international organisations, tapping on their expertise to add value to the work that we do.

Adopting a multi-hands helping approach to helping our clients, EMCC's integrative interventional counselling and mediation services work hand-in-hand to provide preventive education programmes that help couples and families forge stronger and healthier relationships; while at the same time aiding conflicting couples and families to manage their differences and move on with their lives.

In 2015, EMCC has been working hard to better serve its clients. We are still continuing with the practice of Feedback Informed Treatment (FIT) using the MyOutcomes tool to help therapists monitor their clinical effectiveness through client feedback. Therapists are able to modify their approach with their clients based on live feedback given at each session. This has enabled us to tangibly track our clients' improvements; and has resulted in more regular appointments as our clients are able to also see themselves improving from their first session.

Our work at EMCC would not have been possible if not for our supporters who have given generously towards our fundraising events such as the gala dinner – Celebrating Hope: Yesterday Once More. We are indeed grateful for them.

Looking ahead we hope to position and equip EMCC to improve our standards and methods through partnerships with various local and international professional organisations. Our goal is to be able to contribute efforts to build a more professional and excellent counseling and mediation community in Singapore, that brings hope to every relationship!

Dr Kenny Tan  
Chairman, Board of Governors  
EMCC

# General Manager's Report



## An Excellent Outlook Ahead

I think that it is most appropriate for the title of the Annual Report 2015 to be called "Together for Excellence". In 2015, we are reporting on the progress and impact we are making since we launched our 3-year strategy in 2014. We are excited by the many events and opportunities that are unfolding as we partner with various international organisations to establish ourselves to become a centre of excellence in couple and family-focused work.

Our approach towards interventional help through Counselling and Mediation has seen us promoting Marriage Closure Therapy (MCT) to help divorcing couples deal with the emotions that have surfaced in the breakdown of the relationship.

Our piloting of Feedback Informed Treatment (FIT) since 2013 has progressed. All our therapists and facilitators have now come on board and have begun using the MyOutcomes data management tool with their clients. The data and feedback that we receive at each session go towards improving the quality of our professional services and giving our clients a voice in their therapy process. Based on our last few years of implementing FIT we are now looking to use the data that we have gathered to write, publish and present an academic paper by 2016/2017.

### INSTITUTIONAL PARTNERSHIPS

This year we have gone ahead to forge partnerships with international experts, mainly the Gottman Institute and Erickson's Mediation Institute. These various developments at EMCC are a testament to our efforts as we professionalise ourselves to meet the dynamic demands of marriage and family life.

Our signing of the Memorandum of Understanding with The Gottman Institute has allowed us to be officially recognised as their exclusive institutional partner (for Singapore, ASEAN and China). We believe that the

results of the many years of couple research conducted and training resources created by The Gottman Institute will go towards educating married couples with the knowledge and skills necessary for building lasting marriages and healthy families. We are also interested in building a community of Gottman practitioners in Singapore who will use their skills to help rebuild and restore marriages in the communities that they belong to.

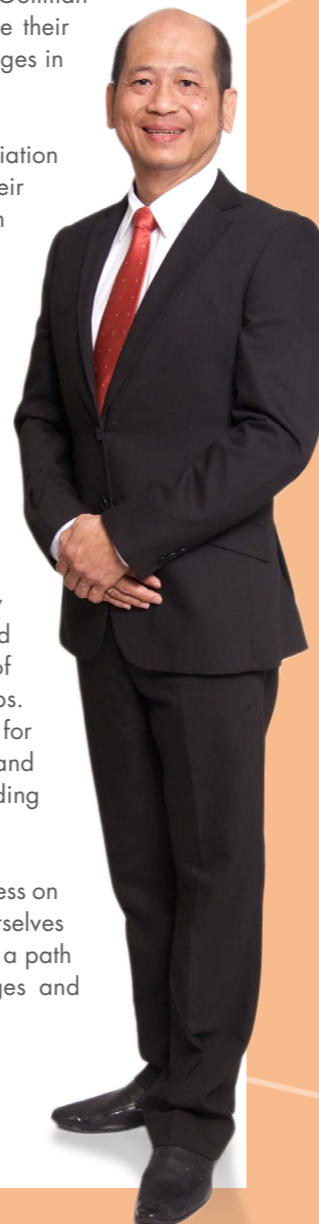
Our partnership with the Erickson's Mediation Institute (EMI) will see us tapping on their expertise to strengthen our Mediation capabilities through the fine-tuning of our processes to bring us to our desired position as an excellent practitioner in Family Mediation.

### SUPPORT FOR EXCELLENCE

Our efforts in 2015 would not have been possible if not for the support of our donors. Our 2nd edition of our gala dinner – "Celebrating HOPE: Yesterday Once More" saw the gathering of generous donors and supporters to celebrate the vision of EMCC in bringing Hope to relationships. The dinner was also an opportunity for many to learn about the work of EMCC and the impact that we are making in building strong marriages and healthy families.

With that said, we are excited as we press on to achieve our goal of establishing ourselves in the 3 major areas, setting EMCC on a path to helping more build strong marriages and healthy families in Singapore.

Benjamin Chan  
General Manager  
EMCC



# Key Statistics 2015



## Our Efforts towards Excellence

### Number of Clients Served:



528

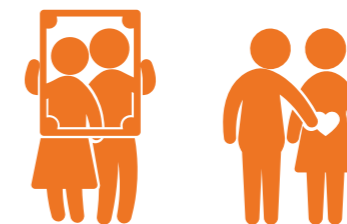
### Provided Counselling Support to



6 Schools

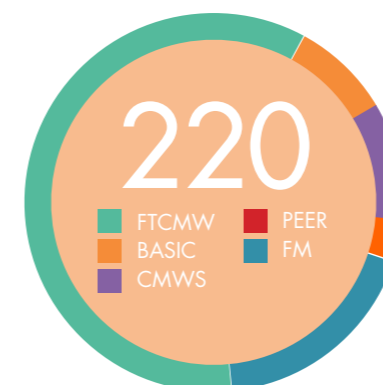
Boon Lay Garden Primary School Sengkang Green Primary School  
Innova Primary School Montfort Secondary School  
Rivervale Primary School National Junior College

9 couples  
attended our marriage  
enrichment workshops



42 couples  
prepared for marriage

Number of people trained  
in conflict management skills:



10,841



People engaged through  
EMCC's Facebook page

Number of disputes  
mediated:

11

(In-house + Tribunal)



# Positioned To Serve

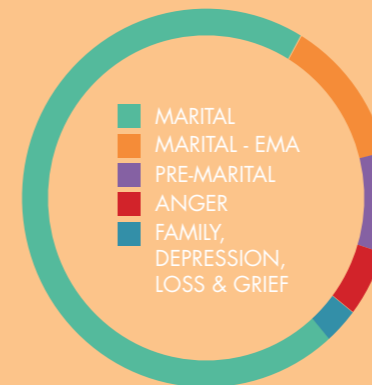
## COUNSELLING

When things do not turn out as planned, counselling provides a safe space for individuals, couples and families to talk about issues faced and to be heard. Through counselling our clients are also taught ways to cope with the difficulties in their lives and as a result become emotionally healthier, more resilient and adaptable individuals.



### TOP 5 PRESENTING ISSUES

Looking at the number of cases (207) in 2015, a large number of them are for Marital (34%), Marital-EMA (9%), Pre-marital (5%), Anger (4%), Family (3%), Depression (3%) and Loss & Grief (3%) issues.



Marital – 71, Marital – EMA – 19, Pre-marital – 10, Anger – 8, Family, Depression, Loss & Grief – 6

### ACHIEVING EXCELLENCE THROUGH PROFESSIONAL TRAINING

As part of ensuring that we provide the best level of counselling services to our clients, our counsellors have attended specialty trainings in Trauma Focused Cognitive Behavioural Therapy, Gottman Level 3 Training and Emotions Focused Couple Therapy Module 1. This is in line with EMCC's commitment to helping couples and families work through their issues and continuing to persevere on to build strong marriages and healthy families.

### EMBRACING A CULTURE OF FEEDBACK IN THERAPY

Since 2013, EMCC has embarked on the piloting of Feedback Informed Treatment (FIT) using the MyOutcomes Tool. It has given our counsellors the ability to track the improvement of their clients through tangible data collected at each session. Our therapists are also able to improve their clinical skills by adapting their approach to suit their client's needs thereby building stronger client-alliance in the process.

Clients are now able to take charge of their progress as they can see the change they are making across sessions through the form of a graph. They are now more committed to attend therapy and now have a voice in their therapy process.

This year we had the opportunity to share our work on FIT at the Singapore Association for Counselling (SAC) inaugural symposium titled "Towards a Better State of Well-being". The event was attended by over 500 international counsellors, psychotherapists and related mental health and educational professionals. The focus of the symposium was to raise awareness of the quality and expectations of counselling as an evidence-informed practice. Our work with FIT was very much aligned and well-received by attendees of the symposium, helping us share our best practices with the counselling community.



|                         |               |       |
|-------------------------|---------------|-------|
| In-Centre               | Cases         | 208   |
|                         | Beneficiaries | 338   |
|                         | Sessions      | 798   |
| Enhanced Step-Up (ESU)  | Cases         | 19    |
|                         | Beneficiaries | 19    |
|                         | Sessions      | 183   |
| National Junior College | Cases         | 62    |
|                         | Beneficiaries | 62    |
|                         | Sessions      | 156   |
| Total Cases             |               | 289   |
| Total Beneficiaries     |               | 419   |
| Total Sessions          |               | 1,137 |

COUNSELLING@SCHOOLS

EMCC’s counselling work is important, as students often face mental and emotional problems that are a result of their situations at home. Our work with students allows us to achieve the broader goal of helping to strengthen the family unit as well.

EMCC continues to serve 5 schools (Boon Lay Garden Primary, Innova Primary, Rivervale Primary, Sengkang Green Primary and Montfort Secondary) under the Enhanced-Step-Up Programme (ESU – Service A), a Ministry of Social and Family Development (MSF) initiative that supports schools under the Ministry of Education (MOE). The students under the programme are referred by the school primarily due to recurring attendance issues which put them at risk of dropping out of schools. The drop in number of cases for ESU was due to an amendment to the eligibility requirements made by the Ministry of Social and Family Development (MSF).



In the past, students who were displaying at-risk behaviour that might result in school refusal and dropping out, could be referred to the ESU programme. With the new changes, students who were eligible had to already have records of a certain percentage of absenteeism. This thus ruled out a significant group of students who could have otherwise been included in the ESU programme.

Our longstanding partnership with National Junior College (NJC) of more than 10 years has allowed us to continue to provide counselling support to their students. EMCC recognises the importance of ensuring that the well-being of students are being taken care of in order for them to be able to do their best in their academic studies.

HELPING COUPLES DEAL WITH EMOTIONAL PAIN OF DIVORCE

When marriages end it is important that divorcing couples choose to end them well. EMCC has begun introducing a new model of therapy – Marriage Closure Therapy (MCT). It will be used when couples whose marriages are in disrepair have made the decision to go their separate ways.

COMMUNITY TRAINING IN COUNSELLING SKILLS

In 2015, EMCC’s counselling team conducted a talk for the teachers of Sengkang Green Primary School to teach them about child-related trauma and the signs that they should be looking out for. Similarly, as part of the Employee Assistance Programme (EAP) provided to Civil Service College, a talk about couple communication was conducted for 20 staff members. These topical talks are beneficial for staff members of organisations as it allows them to be more aware of the importance of their mental health and how they can practice techniques to cope with the situations they face at home or at work.



A CHOICE TO END WELL

James and Denise (pseudonyms to protect their identities) approached EMCC to mediate their divorce. The couple had come to EMCC as Denise was feeling angry and hurt that James was walking away from their marriage. The couple was recommended to undergo Marriage Closure Therapy (MCT) to address their emotions and positions in order to move forward.

As a result, James and Denise took ownership for the breakdown in their marriage and saw the need to work out the relationship from a new position as co-parents.

Although the marriage had ended both parties saw a need to continue to build trust in the relationship as they continued to be co-parents to their son. They were also guided to reassure their son of their love despite the change in circumstances.

After MCT, the couple returned to mediate the terms of their divorce with a different mind-set, one that was more collaborative and forward-looking. They were more prepared to discuss their needs for the future. The result was a mediation process that was more efficient and respectful and ultimately resulted in a divorce settlement.

# Building The Community

## MEDIATION

Mediation at EMCC takes an interest-based approach in helping disputing parties come to an agreement. With the help of a neutral mediator, parties take ownership of their problems by systematically isolating disputed issues.

|   |                        |    |
|---|------------------------|----|
| In-Centre                               | Cases                  | 7  |
|   | Beneficiaries          | 14 |
|   | Sessions               | 8  |
|   | Pre-mediation Sessions | 12 |
| Tribunal for the Maintenance of Parents | Cases                  | 4  |
|   | Beneficiaries          | 11 |
|   | Total Cases            | 11 |
|   | Total Beneficiaries    | 25 |

*In 2015, we saw a greater interest (i.e. increase in number of enquiries and referrals) in mediation as way to resolve relational disputes, whether over estate and probate claims, child control and custody, financial arrangements in a divorce etc.*

### INCREASING AWARENESS OF MEDIATION AS AN DISPUTE RESOLUTION METHOD

To increase awareness of mediation as a peaceful and alternative method of dispute resolution, EMCC held a mediation open-house for Family Service Centers (FSC) in June 2015 which was attended by representatives from 9 Family Service Centres (FSCs). As FSCs are community touch-points in their neighbourhoods, EMCC believes that they are one of the many gatekeepers of conflict cases in the community and is committed to partnering them to serve the welfare and interests of their clients in a 'many helping hands' approach.

Our mediation workshops conducted at the Social Services Institute (SSI) teach social workers to identify cases that are suitable for mediation. At the same time social workers learn to apply basic mediation techniques and concepts in the course of their work, and on the other hand, have the knowledge to refer appropriate cases that require targeted and deeper mediation expertise to EMCC.

As a sign of our commitment to making mediation accessible to the community, EMCC offered all FSC-referred cases a flat-fee discount, before further applying a means-test based on the financial situation of individual clients, offering further subsidies where necessary. This is in line with our belief that no client should be turned away because of genuine financial circumstances.

### AN INTEGRATED APPROACH TO DIVORCES – MARRIAGE CLOSURE THERAPY

Increasingly, the media has picked up on marriage, divorce trends in Singapore, focusing on changing family composition and dynamics, as well as the welfare of children. While the society is pushing for the child's interest to be met, EMCC believes that divorcing couples

themselves require much support as they move on and get past the hurt of a broken marriage. In our response to these articles, EMCC continues to advocate a broad-based and holistic approach to supporting families, especially troubled marriages, through an integrative approach to Mediation and Counselling, as well as Marriage Closure Therapy. We continue to make an impassioned plea for couples who choose to end their marriages, to choose to end them well, for their children's sake as well as for themselves. Through newspaper forums, EMCC hopes to reach and educate the wider public on the importance of peace-making and family and individual wholeness, an organisational ethos which we hope will resonate in the hearts of all families in Singapore.

Marriage Closure Therapy helps by:

- Helping each party understand their contribution to the breakdown of the marriage and allows them to take responsibility for their decision.
- Facilitating the process of grieving the loss of the relationship, as well as the feelings of sadness and anger at perceived failure.
- Establishing clear boundaries for the couple in their roles as parents and allows them to set co-parenting goals. Guidance is also given on how the decision to dissolve the marriage can be made known to the child.

### RAISING THE PROFILE OF MEDIATION IN SINGAPORE

Apart from our efforts in public education, EMCC is also committed to raising our practice standards. In 2015, a partnership with Ericksons Mediation Institute (EMI) from the USA was birthed, to benchmark our mediation practice and training standards to that of international ones. We will collaborate in the areas of best practice, business development and mediation research.

EMCC also works in and through the Society of Mediation Professionals (SMP) to increase public awareness of mediation, advance the interests of the mediation profession and to raise mediation standards in Singapore, such as consulting (with mediation professionals) for the Mediation Bill.

**YourLetters**

**Help divorcing couples with marriage closure**

In providing counselling and mediation for couples and families, we have seen that children tend to become collateral damage and are often used by divorcing parents to 'get back' at each other ('Getting to the heart of divorce', published last Sunday).

It is commendable that the new amendment to the Women's Charter focuses on the implications of divorce on children and facilitates effective co-parenting.

However, we must also place emphasis on allowing the divorcing couple to address their own individual emotions, which more often than not are considered secondary in the divorce process.

It is often easy to forget that the divorcing couple are human as well, and need to have their hurts, needs and emotions addressed.

The current "child-focused" model of pre-divorce counselling does not address the reasons for the failure of the marriage and how the divorcing couple feel about this failure. Thus, focusing on the children can result in very perfunctory agreements to custody, care and control issues.

The end of a marriage requires proper closure, as people who are hurting inadvertently end up hurting others (including the children). Marriage closure therapy can give divorcing couples a space to address the emotional aspects of divorce. Marriage closure therapy is a therapeutic model of bringing closure to an intimate relationship that has been of significance to both parties in the past.

This therapeutic intervention can help couples in their personal

transition pre- and post-divorce, where both spouses still bear great resentment towards each other. It helps facilitate feelings of grief and anger about losing the dream of living happily ever after. Through this process, each party needs to understand his or her contribution to the dissolution of the marriage, and take responsibility for the decision.

Helping divorcing couples with marriage closure sets the stage for effective co-parenting.

It is only when the divorcing couple are able to work through their hurt that they can then turn to more cooperative divorce options such as mediation.

By coming to some form of acceptance and perhaps even forgiveness of each other's contribution to the current situation, they can then turn their attention to establishing clear boundaries in their new roles and establishing co-parenting goals that they can work towards for the benefit of their children.

**Lai Mun Leun**  
Manager, Mediation Services  
Eagles Mediation & Counselling Centre

# Building Marriages For A Life Time

## MARRIAGE JOURNEY

It is essential that we educate and equip couples with the necessary skills to help them as they embark on the most important journey of their lifetime.

### MARRIAGE PREPARATION PROGRAMME (MPP) 2015



42  
cases



42  
couples  
attended



165  
sessions

The above includes the following number of MPP (for Minors)



2  
cases



2  
couples  
attended



6  
sessions

It is becoming increasingly difficult for recent cohorts of married couples to stay married. Couples who choose to stop investing in their relationship after marriage soon find themselves stuck in what seems to be a legally binding relationship that is void of love and affection. It is therefore essential that we educate and equip couples with the necessary skills to help them as they embark on the most important journey of their lifetime.



Couple with their MPP Facilitator at EMCC

### THE START OF THE JOURNEY – MARRIAGE PREPARATION PROGRAMME (MPP)

The moment couples get engaged the rush to get everything prepared for the wedding day can often prevent couples from having the time to further examine areas in their relationship and to clarify expectations of a married life together.

Our Marriage Preparation Programme (MPP) is designed to help couples discover and talk about a variety of issues pertaining to their marriage. In the process giving them a relational framework to build stable and happy marriages. Couples that have attended our programme have found it to be beneficial for their relationship and has helped them set a strong foundation to build their marriage upon.

### COMMENTS ABOUT THE PROGRAMME:

*"I feel more connected to my partner. I feel we are able to build upon strengths and become even closer after marriage. Good course to do to prepare you & partner for marriage."*

*"Brought certain issues to light. Helped me highlight certain areas of concern that we haven't really discussed before."*

### ENRICHING THE JOURNEY – MARRIAGE ENRICHMENT WORKSHOPS

Our marriage enrichment workshops serve as an opportunity for couples to take their relationship to the next level. Couples that attend The Gottman Institute developed Seven Principles Programme for Couples (7PP) and the Bringing Baby Home (BBH) workshops are taught skills and exercises that couples can do with each other to foster greater intimacy and a deeper level of friendship as a stepping stone for their marriage. In particular the BBH workshop prepares married couples for the arrival of a new born child. Couples are taught that despite being busy attending to the needs of the child, it is important for the couple to set aside time to continue to maintain romance and love in the relationship.



### COMMENTS ABOUT THE WORKSHOPS:

*"Understanding parenthood and also tips on strengthening our marriage. It is a good recap after 2 years ago when we had marriage programme with EMCC."*  
Shaina Yu

*"Gave me an opportunity to understand there is a method to learn how to resolve issues in marriage."*  
Johnson

# Building A Community of Excellence

## TRAINING & EDUCATION

Our training and education arm works hand-in-hand with our interventional services to provide holistic support for couples and families in need of help. We also hope to equip the community with the necessary skills and knowledge to navigate the challenges of relationships.



|  |                               |      |
|--|-------------------------------|------|
| Marriage Enrichment Workshops (BBH, 7pp)           | Number of Participants        | 18   |
|  | Number of Hours Trained       | 14.5 |
| Conflict Management Workshops (FTCM, Private-Runs) | Number of Participants        | 123  |
|  | Number of Hours Trained       | 27   |
| Mediation Workshops (Basic + Peer + Family)        | Number of Participants        | 97   |
|  | Number of Hours Trained       | 63   |
| Talks  | Number of Participants        | 51   |
|  | Number of Hours Trained       | 2    |
|  | Total Number of Participants  | 289  |
|  | Total Number of Hours Trained | 107  |

### IMPROVING RELEVANCY FOR PROFESSIONALS

Our training and education arm works hand-in-hand with our interventional services to provide holistic support for couples and families in need of help. We also hope to equip the community with the necessary skills and knowledge to navigate the challenges of relationships.

### BUILDING A PROFICIENT CONFLICT MANAGEMENT COMMUNITY

Apart from professional training, EMCC is actively involved with training community members and leaders. We believe that a community that is well equipped to handle conflict will allow for a more harmonious and understanding society.

On 26 Feb 2015, we trained 26 professionals from TOUCH Seniors Activity Centre - Department of Social Work in conflict management skills. Through the workshop the professionals got a better understanding of conflict and learnt techniques to manage it and to even mediate disputes when conflicts escalate out of hand.

On 7 & 8 May 2015, we conducted a 2-Day Mediation Workshop for school leaders from Ministry of Education (MOE). The workshop served to equip participants with basic mediation skills to resolve issues of parent-teen and parent-school conflicts in the context of campus/schools.

### HELPING MARRIAGES AND FAMILIES THRIVE IN ADVERSITY

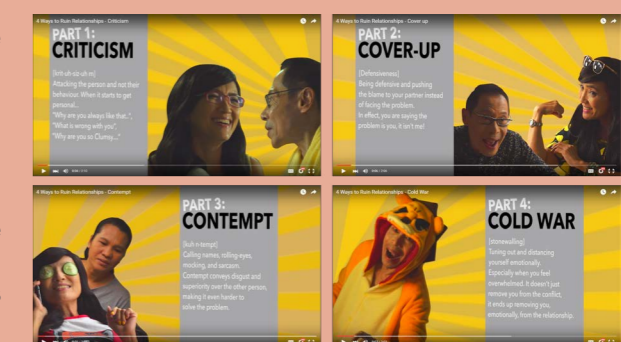
Married couples and families are certainly not left out of our training programmes. Five runs of our Father-Teen Conflict Management workshop were conducted which provided a platform for 98 fathers to learn conflict management

techniques that would help them manage conflict situations at home with their teenagers. As parents of teenagers, it is inevitable that they find it frustrating to manage the behaviour of their children at this stage. We are glad that after attending our workshop, fathers are ready to embrace conflict situations as opportunities to connect with their children, resulting in stronger and closer family relationships.

In the same vein, our marriage enrichment workshops (Bringing Baby Home and Gottman Seven Principles Programme) that were conducted on 29th August and 21st November respectively were platforms that have helped equip 9 married couples with the skills and knowledge to deepen their relationship and provided an opportunity for evaluating their married life. Couples who attended the workshops have walked away feeling more confident that they have what it takes to have a marriage that they can enjoy and cherish for a life-time.

### HELPING MORE UNDERSTAND CONFLICT

In order to help make conflict more relatable and easy to understand for our training participants, we decided to personify conflict in the form of a character known as "Chan Tai". A series of four videos depicting Chan Tai embodying the four harmful ways of managing conflict were filmed in October 2015. The videos were subsequently released on YouTube and will be screened in our upcoming conflict management workshops as part of the training curriculum. The videos have been well received and we look forward to how we can further develop Chan Tai's character and help more people improve the way they deal with conflict.





# Supporting The Strive For Excellence

FUNDRAISING



## CELEBRATING HOPE: YESTERDAY ONCE MORE

On the 8th of January 2016, EMCC held its second annual fundraising gala dinner – Celebrating Hope: Yesterday Once More, at Pan Pacific Singapore's Pacific Ballroom. The event was attended by about 250 supporters, donors, and friends. Minister for Family and Social Development, Mr. Tan Chuan-Jin graced the occasion as our Guest-of-Honour.

Our guests were entertained by the humour and infectious energy of well-loved MediaCorp Artiste Gurmit Singh. Known for being a family man himself, he is someone we were glad to give the stage and spotlight to.





The gala also featured the first live appearance of our newly developed Training & Education "mascot" Chan Tai. The outlandish character amused guests with demonstrations of a "superpower" that helps her better manage relationships and interactions with people.

We are extremely thankful for the support our stakeholders have shown us in making the gala a great success. Because of them, we raised some \$200,000 over the period of October 2015 to January 2016, which will subsidise about 700 couples and 500 fathers to attend our conflict-management and relationship-building workshops over the next three years.



#### FUNDRAISING FOR EMCC - SUNDOWN MARATHON 2015

In July 2015, an undergraduate student at Nanyang Technological University (NTU), Kimberly Phua, chose EMCC to be the beneficiary of her fundraising efforts as a Sundown Tribe Ambassador at the OSIM Sundown Marathon 2015. Kimberly is part of her school's aquathlon team and an avid lover of running. This was her first Sundown run, and she was challenging herself to complete a distance of 21km.

We applaud her for her bravery as she shared with us her battle with depression and Binge Eating Disorder. We are encouraged that out of these struggles, Kimberly chose to do something good and share her story in the hope of encouraging those around her that are facing similar circumstances.

Through her efforts, Kimberly managed to raise \$1,648 for EMCC through her campaign on GIVEasia, an online fundraising platform.

Start your own fundraiser:  
[www.giving.sg/EMCC](http://www.giving.sg/EMCC) (scroll to the bottom)



# Financials

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YEAR ENDED 31 DEC 2015

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## EMCC

(Registered in the Republic of Singapore under the Societies Act, Chapter 311)  
UEN: S97SS0164E

### MANAGEMENT COMMITTEE

|  |                    |
|--|--------------------|
| Dr Kenny Tan Ban Leong, Honorary Chairman          | May 2015- May 2017 |
| John Ng Swee Kheng, Honorary Vice Chairman         | May 2015- May 2017 |
| Cindy Koh Yean Leng, Honorary Secretary            | May 2015- May 2017 |
| David Lum Lam Kong, Honorary Treasurer             | May 2014- May 2016 |
| Benny Ong Hock Siong, Honorary Assistant Treasurer | May 2014- May 2016 |
| Melvin Tan Ewe Kin, Committee Member               | May 2014- May 2016 |
| Donna Cheng Bih Hoang, Committee Member            | May 2014- May 2016 |
| Nelson Yeap Tien Sing, Committee Member            | May 2015- May 2017 |

### NON-MANAGEMENT COMMITTEE

|   |                     |
|---|---------------------|
| Alison Ling Ming Choo, Honorary Auditor | May 2015 – May 2017 |
|---|---------------------|

### REGISTERED OFFICE / PLACE OF BUSINESS

177 River Valley Road  
#05-19 Liang Court  
Singapore 179030

### AUDITOR

HMGC & ASSOCIATES  
250 North Bridge Road,  
#14-03 Raffles City Tower,  
Singapore 179101

### BANKER

DBS Bank

The financial statements are to be read in conjunction with its notes.  
A full set of the financial statements can be found at <http://emcc.org.sg/about-us/annual-report/>

# Statement by the Management Committee

for the year ended 31 December 2015

In our opinion, the accompanying statement of financial position, statement of comprehensive income, statement of changes in funds and statement of cash flow, together with the notes thereon are drawn up in accordance with the provisions of the constitution of the EMCC and the Financial Reporting Standards so as to give a true and fair view of the state of affairs of the EMCC as at 31 December 2015 and of the operations of the EMCC for the financial year then ended.

The Management Committee have authorised these financial statements for issue on

On behalf of the EMCC



Dr Kenny Tan Ban Leong  
Honorary Chairman



Mr David Lum Lam Kong  
Honorary Treasurer

Date: 18/05/2016  
Singapore

The financial statements are to be read in conjunction with its notes.  
A full set of the financial statements can be found at <http://emcc.org.sg/about-us/annual-report/>

# Independent Auditors' Report To Members Of EMCC

(Registered in the Republic of Singapore under the Societies Act, Chapter 311)

UEN: S97SS0164E

We have audited the accompanying financial statements of EMCC (the "Society"), which comprise the statement of financial position as at 31 December 2015, and income and expenditure statement, statement of changes in equity and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

## THE EXECUTIVE COMMITTEE'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS;

Executive Committee of the Society is responsible for the preparation of financial statements that give a true and fair view in accordance with the provision of the constitution of the Society and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair income and expenditure accounts and balance sheets and to maintain accountability of assets.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## AUDITORS' RESPONSIBILITY;

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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[www.hmgcpaf.com](http://www.hmgcpaf.com)

The financial statements are to be read in conjunction with its notes.  
A full set of the financial statements can be found at <http://emcc.org.sg/about-us/annual-report/>

# Independent Auditors' Report To Members Of EMCC

(Registered in the Republic of Singapore under the Societies Act, Chapter 311)

UEN: S97SS0164E

## OPINION

In our opinion the financial statements are properly drawn up in accordance with the provision of the constitution of the Society, Singapore Financial Reporting Standards and the provision of the Charities Act, Chapter 37, so as to give a true and fair view of the state of affairs of the Society as at 31 December 2015, the income and expenditure statement, the statement of changes in funds and Statement of Cash Flow of the Society for the financial year ended on that date.

# Statement of Financial Position

for the year ended 31 December 2015

|   | NOTE | 2015           | 2014           |
|---|------|----------------|----------------|
| <b>ASSETS</b>                               |      |                |                |
| Non current assets                          |      |                |                |
| Plant and equipment                         | 3    | 7,441          | 4,883          |
| Current assets                              |      |                |                |
| Other receivables, deposits and prepayments | 4    | 52,907         | 26,049         |
| Cash and cash equivalents                   | 5    | 880,989        | 685,303        |
|   |      | 933,896        | 711,352        |
| <b>Total Assets</b>                         |      | <b>941,337</b> | <b>716,235</b> |
|   |      | -              | -              |
| <b>RESERVES AND LIABILITIES</b>             |      |                |                |
| Reserves                                    |      |                |                |
| Unrestricted Fund                           |      |                |                |
| - General Fund                              |      | 1,262,126      | 1,173,852      |
| Restricted Fund                             |      |                |                |
| - Care and Share Fund                       |      | 77,308         | (99,970)       |
| - Tote Board Social Service Fund            |      | (448,197)      | (377,886)      |
|   |      | 891,237        | 695,996        |
| Current liabilities                         |      |                |                |
| Other payables and accruals                 | 6    | 50,100         | 20,239         |
|   |      | 50,100         | 20,239         |
| <b>Total Reserves And Liabilities</b>       |      | <b>941,337</b> | <b>716,235</b> |

HMGC & Associates  
Public Accountants and  
Chartered Accountants

Date: 18/05/2016  
Singapore

HMGC & ASSOCIATES  
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# Statement of Comprehensive Income

for the year ended 31 December 2015

|   | NOTE | 2015           | 2014           |
|---|------|----------------|----------------|
| <b>INCOME</b>                             |      |                |                |
| Donations                                 |      | 204,005        | 385,208        |
| Direct debit donor program                |      | 77,658         | 87,743         |
| Program fees                              |      |                |                |
| Mediation                                 | 7    | 7,856          | 12,340         |
| Counselling                               | 7    | 151,233        | 149,276        |
| Marriage journey                          | 7    | 17,149         | 50,764         |
| Training fees                             |      | 36,398         | 25,450         |
| Sale of publication                       |      | 450            | 790            |
| Grant/Funding                             |      |                |                |
| President Challenge                       |      | -              | 80,000         |
| Tote Board Social Service Fund            | 7    | 481,294        | 443,744        |
| Community Chest Funding                   |      | 4,742          | 12,300         |
| Care & Share Matching Grant               | 8    | 412,246        | 82,468         |
| Charity Gala Event - Tote Board Grant     |      | 50,000         | -              |
| VWOs - Charities capability funding (VCF) |      | 802            | 1,465          |
| Other income                              | 9    | 22,791         | 13,065         |
|   |      | 1,466,624      | 1,344,613      |
| <b>EXPENDITURE</b>                        |      |                |                |
| Program costs                             |      |                |                |
| Mediation                                 | 7    | 3,010          | 29,094         |
| Counselling                               | 7    | 74,120         | 67,359         |
| Marriage journey                          | 7    | 6,625          | 54,147         |
| Training fees                             |      | 8,947          | 11,209         |
| Donation expenses                         |      |                |                |
| DDDP charges                              |      | 8,708          | 11,090         |
| Fund raising expenses                     |      | -              | 1,107          |
| Fund raising event                        |      | 34,739         | 40,010         |
| Staff costs (incl. bonus)                 | 10   | 707,266        | 656,101        |
| CPF (incl. SDL)                           | 10   | 94,010         | 75,034         |
| Depreciation of plant and equipment       |      | 4,762          | 3,817          |
| Operating expenditures (Schedule 1)       | 11   | 329,196        | 268,776        |
|   |      | 1,271,383      | 1,217,744      |
| <b>Surplus Of Income Over Expenditure</b> |      | <b>195,241</b> | <b>126,869</b> |

# Statement of Comprehensive Income

for the year ended 31 December 2015

| SCHEDULE 1                            | 2015           | 2014           |
|---------------------------------------|----------------|----------------|
| <b>Other operating expenses</b>       |                |                |
| Accounting fees                       | 6,500          | 6,000          |
| Administrative support                | 5,585          | 1,635          |
| Audit fees                            | 2,500          | 3,356          |
| Bank charges                          | 1,546          | 873            |
| Communication strategy                | 38,170         | 61,750         |
| General expenses                      | 942            | 980            |
| Insurance                             | 15,726         | 13,785         |
| IT related expenses                   | 68,945         | 14,745         |
| Fine & penalty                        | 127            | 87             |
| Marketing & communications            | 29,071         | 8,419          |
| Meeting expenses                      | 5,873          | 1,470          |
| Minor equipment                       | 1,663          | 7,599          |
| Office rental                         | 55,892         | 55,893         |
| Office supplies                       | 6,055          | 5,355          |
| Office upkeep                         | 8,286          | 6,819          |
| Printing & stationery                 | 6,597          | 6,843          |
| Professional fees & services          | 9,545          | 3,685          |
| Publication cost                      | 1,749          | 265            |
| Rental of equipment                   | 4,436          | 3,981          |
| Stakeholders engagement expenses      | 3,025          | 326            |
| SG Gives and Paypal                   | 1,129          | 1,092          |
| Special staff development             | 7,863          | 17,383         |
| Staff benefits                        | 12,053         | 8,162          |
| Staff training                        | 24,054         | 25,468         |
| Subscription and membership           | 1,318          | 880            |
| Telecommunication expenses            | 4,392          | 4,267          |
| Transport                             | 2,845          | 4,051          |
| Utilities                             | 3,309          | 3,967          |
| <b>Total other operating expenses</b> | <b>329,196</b> | <b>268,776</b> |

# Statement of Changes in Funds

for the year ended 31 December 2015

|  | UNRESTRICTED<br>FUND | RESTRICTED<br>FUND |                 | TOTAL   |
|--|----------------------|--------------------|-----------------|---------|
|  | GENERAL<br>FUNDS     | TBSSF              | CARE &<br>SHARE |         |
| Balance at 31 Dec 2013                   | 865,080              | ( 295,953)         | -               | 569,127 |
| Surplus/(deficit) for the financial year | 308,772              | (81,933)           | (99,970)        | 126,869 |
| Balance at 31 Dec 2014                   | 1,173,852            | ( 377,886)         | ( 99,970)       | 695,996 |
| Surplus/(deficit) for the financial year | 88,274               | (70,311)           | 177,278         | 195,241 |
| Balance at 31 Dec 2015                   | 1,262,126            | ( 448,197)         | 77,308          | 891,237 |

# Statement of Cash Flow

for the year ended 31 December 2015

|   | NOTE | 2015           | 2014           |
|---|------|----------------|----------------|
| <b>Cash flows from operating activities</b>         |      |                |                |
| Surplus for the year                                |      |                |                |
| General fund  |      | 88,274         | 308,772        |
| Care and share                                      |      | 177,278        | (99,970)       |
| Tote board social service fund                      |      | (70,311)       | (81,933)       |
| Adjustments for:                                    |      |                |                |
| Depreciation of plant and equipment                 | 3    | 4,762          | 3,817          |
| Operating cash flow before working capital changes  |      | 200,003        | 130,686        |
| <b>Changes in working capital:</b>                  |      |                |                |
| Other receivables, deposits and prepayments         |      | (26,858)       | 26,662         |
| Other payables and accruals                         |      | 29,861         | 7,667          |
| <b>Net cash generated from operating activities</b> |      | <b>3,003</b>   | <b>34,329</b>  |
| <b>Cash flows from investing activities</b>         |      |                |                |
| Purchase of plant and equipments                    |      | (7,320)        | (2,705)        |
| <b>Net cash (used in) investing activities</b>      |      | <b>(7,320)</b> | <b>(2,705)</b> |
| <b>Net increase in cash and cash equivalents</b>    |      | <b>195,686</b> | <b>162,310</b> |
| Cash and cash equivalents at beginning of year      |      | 685,303        | 522,993        |
| <b>Cash and cash equivalents at end of year</b>     |      | <b>880,989</b> | <b>685,303</b> |

|                                  | 2015    | 2014    |
|----------------------------------|---------|---------|
| <b>Cash and cash equivalents</b> |         |         |
| Cash in hand                     | 336     | 115     |
| Cash at bank                     | 880,653 | 685,188 |
|                                  | 880,989 | 685,303 |

# Notes to the Financial Statements

31 December 2015

These notes form an integral part and should be read in conjunction with the accompanying statement of financial position, statement of comprehensive income, changes in funds and statement of cash flow.

## 1. GENERAL INFORMATION

The EMCC (the "Society") is registered and domiciled in Singapore and was established as a Society under the Societies Act (UEN: S97SS0164E) and as an Institute of a Public Character under the Income Tax Act. The Society is located at 177 River Valley Road # 05-19 Liang Court Singapore 179030.

The principal activities of the Society are to provide mediation and counselling services to individuals, families and organisations, to organise conferences and to provide training.

The Management Committee administers the affairs of the Society in accordance with the provisions of the constitution of the Society and the provisions of the Societies Act.

The Management Committee have authorised the financial statements for issue in accordance with the date of the Statement by the Management Committee.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### A. Statement of compliance and Basis of Financial Statement preparation

The financial statements of the Society have been prepared in accordance with Singapore Financial Reporting Standards ("FRSs") and the Recommended Accounting Practice ("RAP") 6 and the provisions of the Charities Act, Chapter 37.

The accounting policies have been consistently applied by the Society during the financial year.

The Society has complied in all material respects with FRS and each applicable Interpretation of a FRS, effective for the financial year in the preparation of the financial statement. The adoption of the new or revised FRS will have no material impact on the financial statements of the Society.

### B. Basis of accounting

The financial statements, expressed to the nearest Singapore dollars ("functional currency"), are prepared under the historical cost convention, except for those disclosed in the accounting policies below.

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

#### *Significant accounting estimates and judgements*

The preparation of the financial statements in conformity with FRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

### C. Plant and equipment and depreciation

Items of plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation is recognised in the income statement on a straight-line basis over the estimated useful lives of each part of an item of plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

# Notes to the Financial Statements

31 December 2015

The estimated useful lives for the current and comparative years are as follows:

- Furniture and fittings 3 years
- Office equipment 3 years
- Renovations 3 years

Fully depreciated plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these plant and equipment.

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying may not be recoverable.

The gain or loss on disposal of plant and equipment is determined by comparing the proceeds from the disposal with the carrying amount of the plant and equipment, and is recognised net within other income/ other expenses in profit or loss.

Depreciation method, useful lives and are reviewed at each financial year end and adjusted if appropriate.

### D. Financial assets

Financial assets include cash and bank balances and other receivables are stated at their fair value.

Other receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the statement of comprehensive income when there is objective evidence that the asset is impaired.

The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

### E. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and bank deposits.

### F. Financial liabilities

Financial liabilities comprise other payables, accruals and loans payable which are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

The Society derecognises a financial liability when its contractual obligations are discharged or cancelled or expire.

### G. Impairment of assets

The carrying amounts of the Society's assets subject to impairment are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Recoverable amount is defined as the higher of value in use and net selling price.

Any impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to equity. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised. A reversal of an impairment loss on a revalue asset is credited directly to equity under the heading revaluation surplus.

### H. Operating lease

Payments made under the leases are recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives, if any, received are recognised in the income statement as an integral part of the total lease payments made.

# Notes to the Financial Statements

31 December 2015

Contingent rentals are charged to the income statement in the accounting period in which they are incurred.

## I. Employee benefits

- Defined contribution plans  
The Society contributes to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Singapore Government. CPF contributions are recognised as compensation expenses in the same period as the employment that gives rise to the contribution.
- Short-term employee benefits  
Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.
- Employee leave entitlement  
Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for leave as a result of services rendered by the employees up to the balance sheet date.

## J. Provisions

A provision is recognised if, as a result of a past event, the Society has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

## K. Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Society and the revenue can be reliably measured.

The following specific recognition criteria must also be met before revenue is recognised.

- Donations  
General and unrestricted purpose donations are recognised in the income statement upon receipt. Designated and restricted purpose donations are recognised directly in Restricted Fund.

- Other income  
Income other than donations is recognised on a time apportioned basis.

## L. Government grants

Government grants are recognised initially as deferred income at fair value when there is reasonable assurance that they will be received and the Society will comply with the conditions associated with the grant.

Grants that compensate the Society for expenses incurred are recognised in the income and expenditure account as other income on a systematic basis in the same periods in which the expenses are recognised.

Grants that compensate the Society for the cost of an asset are recognised in the income and expenditure account on a systematic basis over the useful life of the asset.

Cash grants received from the government in relation to the Jobs Credit Scheme are recognised as income upon receipt.

## M. Income tax expense

EMCC is exempt from income tax under the Income Tax Act. As such, no provision for Income tax has been made in the financial statements of the Society.

## N. Funds

General funds are also commonly known as accumulated or unrestricted funds. The Society is free to use such funds for both capital and revenue expenditure without having to take into account of any restrictions imposed.

Tote Board Service Fund is a grant received, for operation of a programme known as Integrative Mediation & Counselling.

Care and Share Fund is a grant received, for operation of a programme known as Integrative Mediation & Counselling.

# Notes to the Financial Statements

31 December 2015

## 3. PLANT AND EQUIPMENT

|                                 | FURNITURE<br>AND FITTINGS | OFFICE<br>EQUIPMENT | RENOVATION | TOTAL   |
|---------------------------------|---------------------------|---------------------|------------|---------|
| <b>COST</b>                     |                           |                     |            |         |
| As at 1 Jan 2014                | 7,516                     | 81,208              | 114,660    | 203,384 |
| Additions                       | -                         | 2,705               | -          | 2,705   |
| As at 31 Dec 2014               | 7,516                     | 83,913              | 114,660    | 206,089 |
| Additions                       | -                         | 7,320               | -          | 7,320   |
| As at 31 Dec 2015               | 7,516                     | 91,233              | 114,660    | 213,409 |
| <b>ACCUMULATED DEPRECIATION</b> |                           |                     |            |         |
| As at 1 Jan 2014                | 7,516                     | 75,213              | 114,660    | 197,389 |
| Charge for the year             | -                         | 3,817               | -          | 3,817   |
| As at 31 Dec 2014               | 7,516                     | 79,030              | 114,660    | 201,206 |
| Charge for the year             | -                         | 4,762               | -          | 4,762   |
| As at 31 Dec 2015               | 7,516                     | 83,792              | 114,660    | 205,968 |
| <b>NET BOOK VALUE</b>           |                           |                     |            |         |
| As at 31 Dec 2015               | -                         | 7,441               | -          | 7,441   |
| As at 31 Dec 2014               | -                         | 4,883               | -          | 4,883   |

## 4. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

|                       | 2015          | 2014          |
|-----------------------|---------------|---------------|
| Other receivables     | 4,020         | 2,290         |
| Deposits (refundable) | 16,573        | 16,573        |
| Prepayments           | 32,314        | 7,186         |
|                       | <b>52,907</b> | <b>26,049</b> |

## 5. CASH AND CASH EQUIVALENTS

|               | 2015           | 2014           |
|---------------|----------------|----------------|
| Cash in hand  | 336            | 115            |
| Cash at banks | 880,653        | 685,188        |
|               | <b>880,989</b> | <b>685,303</b> |

# Notes to the Financial Statements

31 December 2015

## 6. OTHER PAYABLES AND ACCRUALS

|                            | 2015          | 2014          |
|----------------------------|---------------|---------------|
| Other payables             | 28,538        | 11,246        |
| Accrued operating expenses | 21,562        | 8,993         |
|                            | <b>50,100</b> | <b>20,239</b> |

## 7. TOTE BOARD SOCIAL SERVICE FUND

This account pertains to grant, Tote Board Service Fund received from National Council of Social Service (NCSS) for the operation of a programme known as Integrative Mediation & Counselling. NCSS has agreed to provide an annual grant of up to \$498,182 from 1 Apr 2016 to 31 Mar 2017 subject to certain terms and conditions stated on the funding agreement.

|  |                |                 |
|--|----------------|-----------------|
| <b>INCOME</b>  |                |                 |
| Grant  | 481,294        |                 |
| Fees - Mediation   | 7,856          |                 |
| Fees - Counselling (including MMP)                           | 168,382        |                 |
|  | <b>657,532</b> |                 |
| <b>EXPENDITURE</b>   |                |                 |
| Manpower Cost  | 533,121        |                 |
| Cost incurred by Mediation                                   | 3,010          |                 |
| Cost incurred by Counselling (incl. MMP; excl. Care & Share) | 80,745         |                 |
|  | <b>616,876</b> |                 |
|  |                |                 |
| Other Operating Expenses (Note 11)                           |                | 110,967         |
|  |                |                 |
| <b>NET (DEFICIT) FROM TBSSF PROGRAMME</b>                    |                | <b>(70,311)</b> |

# Notes to the Financial Statements

31 December 2015

## 8. CARE AND SHARE FUND

|  |                |
|--|----------------|
| <b>INCOME</b>                            |                |
| Grant                                    | 412,246        |
|  | <b>412,246</b> |
| <b>EXPENDITURE</b>                       |                |
| Manpower Cost                            | 64,296         |
| Other Operating Expenses (Note 11)       | 170,672        |
|  | <b>234,968</b> |
|  |                |
| <b>NET SURPLUS FROM CARE &amp; SHARE</b> | <b>177,278</b> |

# Notes to the Financial Statements

31 December 2015

## 9. OTHER INCOME

|                             | 2015          | 2014          |
|-----------------------------|---------------|---------------|
| Interest income             | 124           | 125           |
| Special employment credit   | 4,322         | 5,754         |
| Temporary employment credit | 3,016         | -             |
| Other income                | 168           | 630           |
| Wage credit scheme          | 13,911        | 6,556         |
| Gala 2015 charity sale      | 1,250         | -             |
|                             | <b>22,791</b> | <b>13,065</b> |

## 10. STAFF COSTS

|                                | 2015           | 2014           |
|--------------------------------|----------------|----------------|
| Salaries                       | 707,266        | 656,101        |
| CPF                            | 92,679         | 73,776         |
|                                | <b>799,945</b> | <b>729,877</b> |
| SDL                            | 1,331          | 1,258          |
|                                | <b>801,276</b> | <b>731,135</b> |
|                                | 2015           | 2014           |
| <b>ALLOCATION</b>              |                |                |
| Tote Board Social Service Fund | 533,121        | 540,813        |
| Care and Share Fund            | 64,296         | -              |
| EMCC                           | 202,528        | 189,064        |
|                                | <b>799,945</b> | <b>729,877</b> |

# Notes to the Financial Statements

31 December 2015

## 11. OPERATING EXPENSES

|                            | Care & Share   | TBSSF          | General Fund  | Total          |
|----------------------------|----------------|----------------|---------------|----------------|
| Training and manpower      | 28,538         | -              | -             | 28,538         |
| Organisational development | 44,055         | -              | -             | 44,055         |
| Investment technology      | 58,449         | -              | -             | 58,449         |
| Other operating expenses   | 39,630         | 110,967        | 47,557        | 198,154        |
|                            | <b>170,672</b> | <b>110,967</b> | <b>47,557</b> | <b>329,196</b> |

## 12. OPERATING LEASE COMMITMENTS

The Society leases certain office equipment under a lease agreement that is non-cancellable and expiring more than one year. The future minimum lease payments are as follows:

|                     | 2015           | 2014           |
|---------------------|----------------|----------------|
| <b>PAYABLE:</b>     |                |                |
| Within 1 year       | 52,236         | 52,236         |
| Within 2 to 5 years | 156,708        | 208,944        |
|                     | <b>208,944</b> | <b>261,180</b> |

# Notes to the Financial Statements

31 December 2015

## 13. FINANCIAL RISK MANAGEMENT

The Society has minimal financial risks exposure due to the charitable nature of its activities. Overall risk management is determined and carried out by the Management Committee.

The Society has prescribed follow up procedures for managing the risk and the Society has no concentration of credit risk, foreign exchange risk or liquidity risk.

The Society maintains sufficient level of cash and cash equivalents and has continued financial support from the Society members and related institutions to meet its working capital requirements.

Excess cash is monitored and are placed with financial institutions with good credit ratings.

### A. Fair value risk

The carrying value of financial assets and financial liabilities recorded in the financial statements represent their approximate net fair value.

### B. Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

The Society's exposure to movements in market interest rates relate primarily to its fixed / short term deposits placed with financial institutions. However, these interests – bearing financial assets are of short term duration (1 year) and any future variations in interest rates will not have a material impact on the results of the Society.

### C. Price risk

Price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market.

The Society holds quoted or marketable financial instrument, hence, is exposed to movements in market prices.

## 14. ADDITIONAL INFORMATION

### A. Conflict of Interest Policy

All Management Committee members and paid staff of the Society are required to read and understand the conflict of interest policy in place. They must make full disclosure/declaration of any interests, relationships and holdings that actually or could potentially result in a conflict of interest situation to the Management Committee at the earliest opportunity. When a conflict of interest situation arises or may potentially arise, the Member/paid staff shall abstain from participating in the discussion, decision making and voting on the matter.

### B. Reserve Policy

- The Society aims to maintain a reserve fund of 12 months of its projected operational expenses.
- The reserve will be use for the general expenses of the Society, unless otherwise stated by the Management Committee.
- The Finance Sub-committee, headed by the Honorary Treasurer, shall monitor the funds and report to the Management Committee by the end of the fiscal year.
- The reserve fund policy shall be subjected to review every 2 years.

# GOVERNANCE POLICY PRACTICES

## DISCLOSURE OF SPECIFIC REQUIRED INFORMATION

### Management of Committee Members Receiving Remuneration

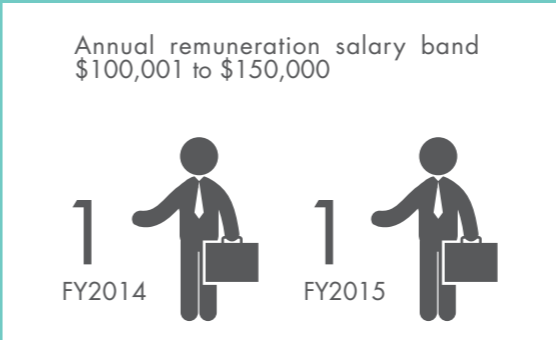
No EMCC Management Committee member received any form of remuneration for his or her work contributed to the organization in the past year, or any time in the past.

There is no intention to engage any of our Management Committee members in any paid-for services.

### Paid Staff Annual Remuneration Exceeding \$100,000

It is required that the 3 highest paid staff who received annual remuneration exceeding \$100,000 should be disclosed in the Annual Report, in bands of \$100,000.

The table below shows staff receiving remuneration exceeding \$100,000 for 2015 (and 2014)



There were 13 persons employed by EMCC on 31 December 2015. The annual remuneration amounts include one month of Annual Wage Supplement (AWS) declared and paid out to all eligible staff members in Dec 2015, including a special bonus (of 1-month salary) paid out in March 2015.

### ASSET MANAGEMENT - RESERVES POLICY

The Management Committee has deliberated and decided that EMCC would be financially stable and viable (given that it is maintaining its current strategies and programmes/services) to set a reserves fund, capped at one-time (1X) our Annual Total Operating Expenditure.

In the present time, this would translate into S\$1.3 million. Our current reserves fund can be found in the audited Financial Statement of Accounts.

## CODE OF GOVERNANCE

Based on the last evaluation carried out in April 2015, the charity has complied fully with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPC). Full checklist is available at [www.charities.gov.sg](http://www.charities.gov.sg).

## PARTICULARS OF MANAGEMENT COMMITTEE

Based on the last evaluation carried out in April 2015, the charity has complied fully with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPC). Full checklist is available at [www.charities.gov.sg](http://www.charities.gov.sg).

| No. | Name                     | Current Board Position       | Date of Appointment | Current Occupation            |
|-----|--------------------------|------------------------------|---------------------|-------------------------------|
| 1.  | Dr Tan Ban Leong Kenny   | Honorary Chairman            | 16 May 2012         | Chief Operating Officer       |
| 2.  | Dr John Ng Swee Kheng    | Honorary Vice-Chairman       | 16 May 2012         | Consultant                    |
| 3.  | Miss Cindy Koh Yean Leng | Honorary Secretary           | 28 May 2014         | Director                      |
| 4.  | Mr David Lum Lam Kong    | Honorary Treasurer           | 28 May 2014         | Financial Services Consultant |
| 5.  | Mr Benny Ong Hock Siong  | Honorary Assistant Treasurer | 28 May 2014         | Financial Services Consultant |
| 6.  | Mr Melvin Tan Ewe Kin    | Member                       | 28 May 2014         | Director                      |
| 7.  | Ms Donna Cheng Bih Hoang | Member                       | 28 May 2014         | Manager                       |
| 8.  | Mr Nelson Yeap Tien Sing | Member                       | 28 May 2015         | Former Corporate Manager      |

## RELATED ENTITIES

At the time of this report, Dr John Ng Swee Kheng holds the position of Honorary Chairman on the board of governance at Eagles Communications Ltd whilst being the Honorary Vice-chairman at EMCC.

DONOR LIST

No matter how effective we become in our services, we would not be able to provide help and hope to those in need if not for YOU, our donors and supporters. Your contributions enable us to make our services affordable and accessible to all.



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Ang Eng Hieang  
Anthony Wong  
Aqulia Ng  
Arvinthan S/O Anthony Muthu Paul  
Au Yeong Pak Lam  
Beh Ean Lim  
Benjamin Chan  
Bernard Lim Hup Seng  
Bessie Lim  
Boey Lim Seow Khim  
Boey Siew Fook Michael

Candice Fumie Oh-Toyoura  
Caroline Chew  
Celia Sia  
Chai Yock Eng  
Chan Chiaw Shin Billy  
Chan Doreen  
Chan Pui Si Valerie  
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Chia Poh Imm  
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Chng Kah Wei  
Chong Jin Siew

Choong Shangwei Daryl  
Chow Zhiquan  
Chua How Kian Joseph  
Chua Lay Nee  
Chua Whee Ching Karin  
Chuah Bee Bah  
Chung Kay Gong Robert  
Colin Natrass  
Colin Yeo

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David Koh See Tien  
David Lum Lam Kong  
David Quek  
Debbie Lem  
Deborah Bridget Moh Puay Si  
Desiree Boey  
Desmond Tan Yen Hau  
Diana Leela Chandra  
Dominic Teo Huat Chye

Edgar Wong  
Ee Hock Seng Nee Yap  
Ee Yoke Moy Pauline  
Eldwin  
Ellis See  
Elsie Ho Shijie  
Eng Zee Lin  
Eruku Ravi Srinivas  
Erwin Phua Siew Jeng  
Eunice Tan

Fabian Kho  
Fong Kok Wai  
Foo Lee Phoon  
Foo Marjorie

Gary Tan  
Gloria Lim  
Goh Cheong Wei  
Goh Hin Tiang  
Goh Hou Lin  
Goh Mai Chee Tracy  
Goh Puay See  
Goh Puay See

Goh Siew Lim  
Goh Teik Suai  
Goh Wee San Winson  
Gregory Vijayendran

Helen Sng  
Heng Lee Kiang Susan  
Heng Tong Jin  
Heng Wun Hui Linda  
Henry Suseno Nilam  
Ho Guan Xiang  
Ho See Joon  
Ho Shu Huang  
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Joseph Lau Tse Kit  
Joseph Leong Weng Keong

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Kang Bang Hui  
Kang Lu-Ming Trivina  
Keh Hui Peng  
Kimberly Phua  
Koh Kim Sai Eric  
Kok Sing Huang  
Kwan Cailyn  
Kwan Kim Kong  
Kwan Siew Mun

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Lai Nyu  
Lam Wee Shann  
Lau Sook Fun  
Lee Chee Mang  
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Lee Li Tang Pearlyn  
Lee Man Qi

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Liew Tian Seng Alvin  
Lilian Ong Lee Leng  
Lily Chan  
Lily Goh  
Lim Bak Wee  
Lim Bee Chin Janet  
Lim Chee Hong  
Lim Chew Yen, Carol  
Lim Chin Chye  
Lim Choie Cheio Tchoyoson  
Lim Fang Chien  
Lim Hian Chin  
Lim Jin Yan  
Lim Joo Hong  
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Lim Teck  
Lim Yoke Mui  
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Loke Poh Keun  
Loke Pui Yan  
Loo Kuen Feng  
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Mah Wenmiao  
Mah Yoke  
Mak Yuen Chau  
Manvinder Kaur  
Mark Lim Heng Siew

Mark Zhou You Chuan  
Melody Hong  
Melvin Tan  
Mitchell David A  
Mok Sauk Soo  
Muhammad Najeed Bin Haji Ariffin

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Ng Boon Chiang  
Ng Hwee Fen  
Ng Jing Ying  
Ng Kah Siong Thomas  
Ng Khar Choo  
Ng Koh Seng Eric  
Ng Lay Gim Peggy  
Ng Lay Khim  
Ng Sern Loong  
Ng Swee Kheng John  
Ng Wee Siong  
Ng Wei Huah  
Nor Mala Binte Ahmad

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Ong Ching Ann Johnny  
Ong Eng Siong  
Ong Eny  
Ong Hock Siong Benny  
Ong Kim Seng Harry  
Ong Lui Hong  
Ong Soo Sin Ian  
Ong Soon Kiat  
Ong Tiong Yew  
Ong Wee Heng  
Ong Yeow Chon  
Ong Zong Bao  
Ophelia Wong Zen-Na

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Pang Peck Theng  
Patricia Sng  
Paul Ng Wei-Chern  
Pauline Hew  
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Peter Chua Bee Teck  
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Phua Koon Teck  
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Tan Hui Ling Renee  
Tan Jack Jin  
Tan Jee Too  
Tan Jessie  
Tan Jit Hui Charles  
Tan Kai Siang  
Tan Kay Kiong  
Tan Khoon Hua  
Tan Kim Lian  
Tan Soh Hoon  
Tan Yen Ling Cheryl  
Tan Yong Sheng Ronald  
Tang Meen Er  
Tang Ying Shi  
Tay Hock Joo  
Tay Hui Min  
Tay Lay Suan  
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# Your Support Matters!

This year, we will require \$470,000 to support our work in helping couples and families in crisis, through our integrative counselling and mediation services. We are constantly on the lookout for people who share the same passion as us and want to contribute in a tangible way.

If you would like to make a monthly donation, kindly fill up the form below and mail it back to us.

If you would like to make a one-time donation, here are 2 ways you can do so:

- 1. Cheque – Please make your crossed cheque payable to “EMCC”, indicate your full name, NRIC and contact details at the back of the cheque (for tax-deductible receipt), and mail it to our address.
- 2. Online – Please go to <https://www.giving.sg/EMCC> and follow the instructions there.

If you would like to volunteer with us, please go to <https://www.giving.sg/EMCC> to check for volunteering opportunities, or email us at [reachus@EMCC.org.sg](mailto:reachus@EMCC.org.sg).

## Donation Form

### Particulars

|                   |                |
|-------------------|----------------|
| Title:            |                |
| First Name:       | Last Name:     |
| NRIC/FIN/ROC No.: | Date of Birth: |
| Address:          |                |
| Postal Code:      | City:          |
| Contact (O):      | (H):           |
| Email:            | (H/P):         |

Yes, I would like to donate based on the following arrangement: (Please tick to select an option)

☐ Monthly ☐ 6-Monthly ☐ Annually

### Credit Card Authorisation

The Amount I Would Like To Donate Is: (Please Tick Only 1 Option)

☐ S\$25 ☐ S\$50 ☐ S\$100 ☐ S\$200 ☐ S\$500 ☐ S\$\_\_\_\_\_ (Please fill in The Amount)

By Credit Card

Credit Card Type: ☐ Visa ☐ Master Card Issuing Bank: \_\_\_\_\_

Credit Card No:                      Expiry Date: \_\_\_\_\_

(Please Note That For Each Successful Deduction, A Partial Bank Processing Fee Of S\$0.80 Will Be Charged To Your Account.)

### Donor Signature Acknowledgement

I Understand That By Signing This Direct Debit Authorisation, I Have Read And Understood The Terms And Conditions Governing This Authorisation As Reflected Overleaf. I Also Agree That My Particulars Can Be Used By EMCC (Eagles Mediation & Counselling Centre) And It's Appointed Partners For The Purpose Of Administration Of This Donation.

Donor's Signature As In Bank's Record

Date

# Terms and Conditions

EAGLES MEDIATION AND Counselling CENTRE Established:  
1997 (ROS 0249/1997/WEL)



Dear Donor,

Your commitment and support of EMCC through a regular donation will assist us in our mission to provide care and hope to the many families struggling to overcome difficulties and pain.

Please note that *your full donation will be received directly by Eagles Mediation and Counselling Centre.*

## Deduction Frequency

The first deduction will be made within 3 working days for credit cards and a month for GIRO upon your signing of this Authorisation Form. Subsequently, your account will be debited in accordance with the frequency that you have chosen overleaf (Monthly/Half-yearly /Annually).

On the 15th of every month, we will deduct your authorized donation. For unsuccessful transactions there will be a retry on the 28th of every month.

## Tax-Deductible Receipt

You will receive your tax-deductible receipt at the beginning of every calendar year from us for all donations received in the previous calendar year. Monthly receipts will not be provided for your deductions. Please refer to your credit card statements from your issuing bank for confirmation of deductions made.

## Cash Donations

We regret that this Programme does NOT allow us to accept cash donations. Those who wish to make a separate cash donation can contact Eagles Mediation and Counselling Centre at Tel 6788 8220 or email reachus@EMCC.org.sg for details.

## Confidentiality

We will keep all information (i) name, gender, nationality, date of birth; (ii) email address, postal address, telephone numbers; (iii) credit card number and expiry date in this Direct Debit Donor Programme confidential. This Programme adheres to a very strict policy regarding donor privacy. We will use this information in order to: (i) administer your accounts with us; (ii) process donations made by you, orders or applications submitted by you; (iii) send you information and calling you in regards about our events, programmes, fund raising, products and services; (iv) verify your identity; (v) carry out donor profile analysis and make general improvements to our organisation's operations; (vi) obtain your views or comments on our programmes, products, and services; and (vii) contact the winners of our competitions (if any) and to help us plan other fund raising and/or promotional activity. No information, in whole or in part, in its paper or electronic format, will be disclosed, used, modified or reproduced for any other person or organization, except in connection with these purposes stated.

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