

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 and it includes mediating disputes, providing marital and family counselling and conducting 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 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 Services (NCSS) and an approved Institute of Public Character (IPC).



GENERAL MANAGER'S NOTE

Dear EMCC Supporters, donors, partners and friends,

The art of 'Kintsukoroi' is of fixing broken pottery with lacquer mixed with powdered gold, silver or platinum. This reflection is a mindset of treating brokenness and repair as part of the story or life of an object – something that is of value to be displayed instead of hidden.

This is similar to the heartbeat of what we do here at EMCC. Essentially we are artisans skilled in the art of restoring broken lives and fixing conflicts, allowing people to come out of difficult seasons in their lives and becoming better than they once were. This makes their relationships healthier and even better than it once was.

We introduced this concept in our 2014 Annual Report to come alongside our 3-Year Strategy. So how did we fare?

- Successful Gala 2016 bringing our Care & Share grant amount to more than \$1 million;
- FIT 2016 was a success – we have gained much recognition amongst our professional community;
- Gottman 2016 brought us to much greater heights;
- Mediation – training and equipping at EMI;
- Mediation – processes updated and registered with SIMI with accreditation expected very soon;
- Implementation of Data Management System (DMS);
- Operations on Saturdays;
- New Subsidy Fee structure; and
- Online fundraising initiatives

As our plans come full circle, it is befitting we reintroduce this theme throughout this Annual Report and our Communication materials for the year. Our passion and sense of purpose must shine through and glitter like Gold in all that we do.

Yours sincerely,
Benjamin Chan
General Manager, EMCC

MANAGEMENT COMMITTEE MEMBERS



Dr Kenny Tan
Honorary Chairman



Ms Cindy Koh
Honorary Vice-Chairman



Mr Melvin Tan
Honorary Secretary



Mr David Lum
Honorary Treasurer



Mr Benny Ong
Honorary Assistant Treasurer



Ms Donna Cheng
Member



Mr Nelson Yeap
Member



Dr John Ng
Member

PATRON

A/Prof Ho Peng Kee

EMCC STAFF

Management Team

Benjamin Chan
General Manager

Diana Chandra
Head, Counselling Services

Lai Mun Loon
Senior Manager, Mediation Services

Pearl Pang
Senior Manager, Training & Education

Professional Staff

Christine Lim
Principal Psychotherapist

David Kan
Assistant Manager, Marriage Journey

Rachel Chan
Counsellor

Billy Chan
Counsellor (until 9 June 2016)

Sharmaine Tan
Counsellor (until 10 June 2016)

Joline Lim
Senior Executive, Administration and
Research, Counselling Services

Tan Ying Shi
Senior Executive, Mediation Services

Admin Staff

Teo Hwee Xin
Executive, Corporate Services

Desiree Boey
Executive, Community Relations

Herman Low
Executive, Corporate Service
(until 9 September 2016)

Paul Sim
Executive, Training & Education

Loke Parcsen
Executive, Outreach & Marriage Journey

Jay Tan
Intake Officer (until 31 July 2016)

Lisa Wong
Intake Officer



CHAIRMAN'S MESSAGE

The Art of Restoring Relationships and Managing Conflict

Human relationships are extremely complex. With the increasing challenges that societal progress brings, the greater are the demands placed on marriage and the family unit. Breakdowns in relationships are due to poor conflict management or the lack of it. Hope lies in being able to find support, which EMCC strives to provide with greater effectiveness and empathy each year.

EMCC provides interventional services in Counselling and Mediation. We also have upstream educational programmes that are targeted to equip couples and families with the skillsets and necessary know-hows to build strong marriages and healthy families. The focus of what we do are evidence-based initiatives.

As a professional agency, what sets us apart is our commitment and alignment to the work. This is evident through our consistent increase in in-centre combined Counselling and Mediation Sessions.

We are also proud to have kick-started the Gottman Community @ SG, a community of therapists and Gottman Seven Principles Educators in Singapore to spur and support each other in the passion of learning and practice of the Gottman Couples Therapy Method. This was launched after we conducted our very first Gottman Method Cou-

ples Therapy Clinical Training (Levels 1 & 2) for fellow professionals in the field.

I am happy to report that we have certainly grown and come a long way since we first began, however like any art form, what we do requires constant refining. We will continue our emphasis on thought leadership and making strong partnerships within Singapore and beyond our shores. It has been our commitment to bring hope to relationships for the last 19 years and we won't be stopping anytime soon.

For the last 4 years, EMCC has spoken extensively about professionalism, excellence and longevity in the work that we do. In the commitment to leadership succession and renewal, our General Manager, Mr Benjamin Chan has expressed that he will be stepping down and is preparing to hand over the reins of the agency to the next leadership team in July 2017. This team will comprise Ms Pearl Pang, Head of Corporate Services and Mr Lai Mun Loon, Head of Professional Services.

The Management Committee and I would like to use this opportunity to thank Benjamin for sowing into the cause all these years. We appreciate his dedication and we are grateful for his commitment to the agency. We wish him all the very best in his future endeavours.

Dr Kenny Tan
Honorary Chairman,
Management Committee
EMCC

TEA WITH THE GM

In 2017, it would be 6 years since Benjamin Chan came on board EMCC. He was instrumental in shaping the agency and moulding it into the way it is today. We spoke to Ben and learnt what purpose and finishing a race well really mean to him.



Q: How were you introduced to the work of EMCC?

A: It was by providence that led me to EMCC. Prior to being here, I worked at Yong-en Care Centre. It has always been my calling to serve and give back. Being a family man and a father, I am very much aligned with the work of restoring relationships and making them better.

Q: Tell us about your 6 years working in EMCC.

A: When I first started, the staff did not know me other than as the new person taking over from their previous boss. There were not many policies and processes in place then. I set out goals and laid out long term plans for the team. It was exciting for the team and myself when we began to see our plans coming to fruition. When I joined in 2011, we saw 651 combined Counselling and Marriage Preparation Programmes. We have certainly grown and have seen 1263 of such cases in 2016. It is a great sense of fulfilment and I speak for the staff working alongside me in this journey that we have lived out our vision and we are growing from strength to strength.

Q: What is the most memorable Experience you had?

A: In 2013, the staff and I set out a road map of what we like to see EMCC in three years and beyond. Everyone had their task clarified and was to play instrumental roles in attaining the vision we had. We would all make a difference in our own ways but

collectively I think when the team identified themselves as having a significant and meaningful part to play, that to me is certainly memorable.

Q: What are your hopes and visions for EMCC?

A: I hope in the days ahead, we will continue to have that same sense of purpose as we have garnered. I believe that EMCC will grow from strength to strength and make greater impact to the community we serve.

Q: What are your plans in retirement?

A: I am not very sure yet to be honest. I am a Christian. I will pray. I await my next assignment.

Q: Please share a word of encouragement to the staff at EMCC.

A: EMCC is like a family and every family member builds one another up. We are only as strong as the sum of our parts. We all play our different roles but with perseverance, we can achieve so much more than we think we can. Remember that everyone's success contributes to the organisation's success. In all you do, seek excellence.

I would also like to thank the Management Committee for their years of support. I could not have had the opportunity to be part of this amazing work if not for that belief in me. For that I am truly grateful. Here's to many more years of mending hearts and restoring lives. Indeed, THERE IS HOPE.

COUNSELLING



	<u>2016</u>	<u>2015</u>
In-Centre		
Cases	227	208
Beneficiaries	358	338
Sessions	1,009	798
Enhanced Step Up (ESU*)		
Cases	2	19
Beneficiaries	2	19
Sessions	11	183
National Junior College		
Cases	14	62
Beneficiaries	14	62
Sessions	82	156
<u>Total Cases</u>	<u>243</u>	<u>289</u>
<u>Total Beneficiaries</u>	<u>374</u>	<u>419</u>
<u>Total Sessions</u>	<u>1,102</u>	<u>1,137</u>

EMCC's three year strategy - the three areas of excellence that were identified are Couple and Family Focused work, MyOutcomes- Research based Counselling and Family Mediation Training

Of these three areas of excellence two of these are counselling related.

1. Couple and Family Focused work
2. FIT (Feedback Informed Treatment) and MyOutcomes (a web – based data management system).

Couple and Family Focused Work

Since 2013, EMCC focused on couple and family work and part of that is to strengthen marriages which is the core of a family unit. The Counselling Department also wanted to be 'known' for a particular model of therapy that would be synonymous with EMCC. The Gottman Method Couples Therapy, with its scientific robustness, built upon nearly 40

years of rigorous research, case studies and clinical practice by Drs John and Julie Gottman and its focus on families and marriages should be the therapy of choice.

In September 2015 a Memorandum of Understanding was entered between EMCC and The Gottman Institute to build strong foundations for family focused work in Singapore, the ASEAN Region and China, thus EMCC holds the expressed privilege of being TGI's exclusive institutional partner in Singapore.

In August 2016, we organised EMCC's first large scale Gottman training workshops for therapists and educators. We had 94 participants from both Singapore and overseas including Australia, New Zealand, Hong Kong, India, Egypt, United States, Slovenia and Malaysia attending the Gottman Method Couples Training Levels 1 and 2 and the Seven Principles Educator Training. EMCC invited Dr Dave Penner, Clinical Director with The Gottman Institute, Seattle, to do the workshops.

Gottman Community@SG

The outcome of the Gottman workshops saw the birth of the Gottman Community. Launched in the last quarter of 2016, a community of counsellors, psychotherapists, social workers and educators with the expressed mission to advocate, support, exchange ideas and practice skills in the use of the Gottman method. Created as an estuary for practitioners to 'Deepen Skills', 'Develop Mastery' and 'Demonstrate Friendship', the Gottman Community@SG currently meets three times a year.

FIT and MyOutcomes

Feedback Informed Treatment, or FIT, is a pan-theoretical approach that was introduced into our clinical counselling work in several phases since 2013. By 2014, we had incorporated it into all our existing counselling cases. FIT stems from a culture of seeking feedback from our counselling clients at every session, with the purpose of providing bet-

ter services to help our clients achieve their therapeutic goals, as well as to help counsellors develop professionally.

To help make sense of the Outcome Rating Scale (ORS) and Session Rating Scale (SRS) data that is routinely collected, counsellors have been continuously using MyOutcomes, a web based tool that has helped give EMCC insight into how well our clients are doing, the foresight into the number of clients who are at risk of dropping out prematurely or who may be deteriorating in well-being. This gives counsellors the much needed alert so that the necessary action can be taken to ensure that clients are given the help required.

In March 2016, EMCC invited Dr Scott D. Miller, one of the key researchers and developers in this approach to lead a workshop. Held at the National Library Building, we had 67 participants including heads of agencies, decision makers from the Institute of Mental Health (IMH), National Council of Social Service (NCSS) and Ministry of Social and Family Development (MSF), in addition to social



workers, counsellors and psychologists from the various agencies and private practices.

The fruit of the initial years of implementation of FIT has seen all EMCC counsellors having better alliances with their clients, an increase in number of sessions per client and most importantly, better outcomes. Following from these developments, EMCC counsellors are now evaluating the progress of their cases based on FIT principles in more focused supervision sessions which began in the later part of the year.

EMCC has also taken its first baby steps on a FIT-focused research project entitled "*The Client's Voice in Therapy: Studying the Implementation of Routine Outcome Monitoring in Couples Therapy within an Asian Context*". The aim of the research is to find out just how helpful the usage of FIT has been for couples and what their opinion of it in therapy work is.

Looking Ahead

The foundation has been laid. The next three years would be to deepen the work through a greater reach and building of internal capacity and professional excellence.

- EAP – Employee Assistance Programme. EMCC wants to have a greater impact and play a more significant role in the

workplace by bringing awareness of mental health issues to employees in the workplace. Organisations are now more conscious that mental health issues such as depression and stress can lead to less productivity in the workplace.

- Feedback Informed Treatment (FIT)
In the next three years EMCC hopes to continue deepening our own understanding of the approach, to reduce deterioration of client well-being, address the drop-out rates and improve client progress. At a community level we want to impact and influence the social service sector to help them appreciate and cultivate a culture of feedback in their work with clients, to form a collaborative and meaningful platform for alliance-building.
- Gottman Workshops and Building the Gottman Community
EMCC wants to continue to invest in capability training for all counsellors involved with couple-focused work in our community, equipping professionals with the Gottman Method to enhance their work. We hope to see individual therapists become Certified Gottman Therapists and Gottman Trainers in the years to come.

MEDIATION



Report

The last three years in the Mediation Department has been nothing short of exciting. EMCC saw herself growing the in-centre cases as well as developing human capital to meet increasing demand for private (full-fee paying) mediation work. It was also a season where we saw a shift in direction and priorities, looking at long-term durability of mediated settlement agreements instead of whether a case had settled during mediation. This was in tandem with the direction of the agency, in her endeavour to look hard at feedback, alliance and outcomes across her professional services.

We invested heavily in developing core mediation competencies in 2016. Staff attended mediation training from recognised IMI-QAP in both UK and US Institutions on Psychotherapy in Mediation as well as

specialist training in Family Mediation. We also reaped from training, as we saw a steady increase in case load, settlement rates and engagement with clients.

2016 also saw the launch of the Marriage Closure Therapy, a mediation-counselling integrated approach to divorce mediation where couples are referred for counselling for closure of their marriage before returning to the mediation tables. The outcomes for this approach has been encouraging. Couples have their needs holistically met and they also return to mediation with their emotions better managed to deal with the pressing issues that divorces bring. We have seen cases settle faster, and have a more enduring outcome because of this integrated approach. FIT has featured strongly in determining the commencement of the mediation as counsellors finish their work based on the feedback they receive.

	<u>2016</u>	<u>2015</u>
In-Centre		
Cases	11	7
Beneficiaries	25	14
Sessions	21	8
Pre-Mediation Sessions	11	12
Tribunal for the Maintenance of Parents		
Cases	6	4
Beneficiaries	21	11
<u>Total Cases</u>	<u>17</u>	<u>11</u>
<u>Total Beneficiaries</u>	<u>46</u>	<u>25</u>

Looking Ahead

The next three years will be exciting for EMCC's Mediation Services. The rapid development of the mediation scene with international and national players featuring prominently, as well as private mediation firms jostling for a space within the sector, the commitment to ensure that professional, competent and affordable mediation services remain universally accessible to all will feature high in our priority of work. We have seen the increase in referrals from grassroots agencies referring clients who find costs a hindrance to accessing professional services over the last 2 years. We expect this to continue as the population becomes more sophisticated in how they want to engage parties in conflict.

The needs for the community must be met collaboratively. EMCC's Mediation work rests heavily on the collaboration between

disputants to work out a solution to their problems. We believe the same spirit of collaboration must exist amongst stakeholders in the mediation scene to see mediation or amicable dispute resolution being a way of life. With the entrance of new bodies and players, we see an exciting time of collaboration in achieving outcomes that will be beneficial to all we serve and serve alongside with.

EMCC's Mediation Services also seek to see the department grow, as we develop deeper competencies; with new people, aligned with vision and mission coming on board to be part of the family. The next season will have strong emphasis on growing people, because clients are best served with competent and dedicated staff who have both depth and breadth in their work.

We are excited with the journey ahead and ask that you continue to support us on this exciting ride ahead.

MARRIAGE JOURNEY



In its inception in 1997, EMCC had two major pillars: Mediation and Counselling. In 2015, the third pillar, Marriage Journey was established. Marriage Journey is the preventative pillar of EMCC, whose focus is on the promotion of upstream professional resources, support services and psycho-educational programmes for to-be-married to married couples at every progressive stage of the family life.

EMCC endeavours to employ therapy methods and develop psycho-educational programmes that are based on validated research rather than points of view. It envisages to function as a 'resource hub' on both marriage preparatory cum enrichment services.

Marriage Preparation Programme

Individual Marriage Preparation Programme administers an online relationship diagnostic inventory and an individualised Couple Report is presented to the pre-marital couple in which the Facilitator will guide them through interactive discussions on essential topics that are pertinent to the couple's marriage journey.

Couples may opt to attend the Group Marriage Preparation Programme in which the facilitator highlights the key principles of relationship-building and introduces discussion activities for marital partnership awareness and orientation.

	<u>2016</u>	<u>2015</u>
Marriage Preparation Programme (MPP)		
Cases	65	42
Beneficiaries	130	84
Sessions	255	165
Minor Marriage Preparation Programme (MMPP)		
Cases	12	2
Beneficiaries	24	4
Sessions	46	6
<u>Total Cases</u>	<u>77</u>	<u>44</u>
<u>Total Beneficiaries</u>	<u>154</u>	<u>88</u>
<u>Total Sessions</u>	<u>301</u>	<u>171</u>

Marriage Enrichment Programmes

These programme initiatives serve as projected ‘Pit-stops’ for couples in their marriage roadmap to renew and revitalise their marital bonds and commitment:

- i) The Seven Principles Program, was developed from Dr. John Gottman’s four decades of research on marriage. This programme is a combination of lectures and couples exercises which provides skills to strengthen the marriage partnership and cultivate harmonious connection.
- ii) Bringing Baby Home. This workshop combines scientific research and public education to improve the quality of life for babies and children by strengthening their families. It teaches new parents how to gain relationship satisfaction and create healthy social, emotional and intellectual development for their children.
- iii) Father-Teen Conflict Management / Parent-Teen Conflict Management Workshops. These programmes are designed to help fathers improve their relationship with their

adolescent children. The latter programme further explores the impact of parent-teen dynamics in the conflict management process. Both programmes generate awareness for parents on their roles in a dispute with their child, and how they can turn these conflicts into opportunities for connection and deeper intimacy with their children.

Looking Ahead

Marriage Journey seeks to take a leadership role as a professional training resource provider for practitioners, researchers, marriage educators, programme providers, and others who work intimately with couples. With our experience and expertise, we hope to share and equip them, enhancing their proficiency in their work with couples.

In the next three years, we will be launching or implementing some of these services for a greater reach to both practitioners as well as end-users:

- i) PREPARE/ENRICH One-day Accreditation Training
An extremely well-validated tool,

Prepare/Enrich® is widely used by professionals working with couples. EMCC conducts accreditation workshops for facilitators who administer this inventory.

ii) Gottman Community @SG

Marriage Journey will be a participant and contributor to building and sharing resources for the Gottman Community. Being a forerunner in the Gottman suite of workshops meant for end-consumers (couples), we can share our experience, thoughts and even insights as to how some of these workshops are run, or can be contextualised within our local culture.

Marriage Journey's marriage education and training/enrichment programme electives aim to equip both couples as well as marriage service providers with the skills and resources to forge resilient marriages. We want to impart best practices of relationship building for marital harmony and satisfaction. It must constantly explore possibilities of partnerships with an array of social service agencies and community entities, establishing alliances with both grassroots and faith-based organisations to extend Marriage Journey's reach, services and connection to the larger pre-marital and married population.

Sustainability is key to Marriage Journey's endeavours. We work towards sustainable initiatives, so that we can exist for couples to learn the necessary skills to sustain their marriages.

TRAINING & EDUCATION



	<u>2016</u>	<u>2015</u>
Training For Professionals		
Introduction to Family Mediation	45	60
Feedback Informed Treatment	66	-
Gottman Couples Therapy (Levels 1&2)	126	-
Seven Principles Educator Training	50	-
Others	25	-
Sub-Total	312	60
Education For Public (Marriage Journey)		
Bringing Baby Home	18	10
Seven Principles Program For Making Marriage Work	64	8
Father-Teen Conflict Management	43	98
Public Talks	588	51
Others	-	62
Sub-Total	713	229
<u>Total Trained</u>	<u>1025</u>	<u>289</u>

When the Marriage Journey pillar of EMCC was fully established in 2016, the Training & Education department evolved into one that supported all workshops conducted by EMCC. The department's role grew into that of project management which involves planning through to execution to post-workshop follow-up. These workshops, conducted by professionals, may be for *training* of fellow practitioners, or *education* of the community at large.

Training for our fellow colleagues is EMCC's ethical response in ensuring clients are best served because knowledge was shared best. In 2016, we were privileged to host a series of workshops conducted by international experts in their respective fields. We ran a 2-day workshop on Feedback Informed Treatment by Dr Scott Miller, Director of International Center for Clinical Excellence on 12 & 13 May. In September, we had the honour of having Dr Dave Penner, Clinical Director of The Gottman Institute, conducting Levels 1 (1 & 2 Sep) and 2 (5 - 7 Sep) of

Gottman Couples Therapy. He also conducted the Seven Principles Educator Training on 3 Sep. Through their participation, practitioners are provided with a training pathway to develop their expertise. It is our way of contributing to the greater therapeutic and mediation community.

While EMCC provides interventional services, we also believe in the old adage of 'prevention being better than cure'. To provide holistic support for couples and families in need of help, we equip the community with the necessary skills to navigate the challenges faced in relationships. We do this through public workshops and talks in schools and organisations. 2016 saw an increase in the uptake of these community education programmes.

As EMCC is committed to being a centre of excellence in couple and family-focused work, we will continue to promote relational wellness through our upstream preventative services of training and education.

APPEAL STORY



R and S had been married for 3 years when they came to see a counsellor. They were struggling with their roles in the relationship, with rigid expectations they had of each other that they didn't seem to be able to adjust or compromise on. For example, many squabbles resulted from R being more of a neat person than his wife, S, each holding a different meaning of "cleanliness" for their new house. Their emotional state was chaotic when they first came to see our counsellor; they were seeing each other as adversaries instead of friends.

However, when they tried counselling, they were willing to start talking about what was going on in their lives and relationship. In fact, it was their willingness to try new ways of doing things, to take on suggestions from the

counsellor, that gave our counsellor the most hope about their progress. They became more aware of what was happening in their relationship, and purposefully incorporated what they learnt in counselling sessions to build the relationship. For example, they set aside Friday nights as "Couple Night" to spend time together. R was especially open to learning new relationship skills and gaining more understanding of relationship-building. He began listening to S more and trying harder to understand instead of jumping in to solve her problems. Their commitment to staying in the relationship and making it work breathes hope into this case even as they are still in the process of working things out.

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 one-time or monthly donation, kindly fill up the form below and mail it back to us

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 <http://www.giving.sg/EMCC> and follow the instructions there.

If you would like to volunteer with us, please go to <http://www.giving.sg/EMCC> to check for volunteering opportunities, or email us at reachus@emcc.org.sg.

DONATION FORM

Title: Dr / Mr / Mrs / Mdm / Ms _____

First Name: _____ Last Name: _____

NRIC/FIN/UEN 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

I like to Donate: (Please tick only 1 option)

S\$25 S\$50 S\$100 S\$200 S\$500 S\$ _____ (Please fill in the amount)

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Credit Card type: Visa Master Card Issuing Bank: _____

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 Expiry Date: _____

(Please note that for each successful deduction, a partial bank processing fee of \$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 its appointed partners for the purpose of administration of this donation.

Donor's signature as in bank record

Date

TERMS AND CONDITIONS

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 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 authorised 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

Those who wish to make a separate cash donation can contact EMCC 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 (vi) 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 of organization, except in connection with these purposes stated.

Once again, thank you for your time and generosity in supporting EMCC.

Statement by the MANAGEMENT COMMITTEE for the year ended

31 December 2016

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 2016 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: 11 June 2017
Singapore

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EMCC

(Registered in the Republic of Singapore under the Charities Act,
Chapter 37 and under the Societies Act, Chapter 311)
(UEN: S97SS0164E)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of EMCC (the "Charity"), which comprise the statement of financial position as at 31 December 2016, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the state of affairs of the Charity as at 31 December 2016 and the results, changes in funds and cash flows of the Charity for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial

Statements section of our report. We are independent of the Charity in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Executive Committee for the Financial Statements

Executive Committee is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as Executive Committee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Executive Committee is responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of account-

ing unless Executive Committee either intends to liquidate the Charity or to cease operations, or has no realistic alternative but to do so.

The Executive Committee's responsibilities include overseeing the Charity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 1 Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- 2 Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Charity's internal control.
- 3 Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Executive Committee.
- 4 Conclude on the appropriateness of Executive Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Charity to cease to continue as a going concern.
- 5 Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and
Regulatory Requirements

In our opinion:

A The accounting and other records required to be kept by the Charity

have been properly kept in accordance with the provision of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations;

B There were no external fund raising event during the financial year.

Date: 11 June 2017
Singapore

HMGC PAC
Public Accountants and
Chartered Accountants

Statement of FINANCIAL POSITION for the year ended

31 December 2016

	Note	2016	2015
ASSETS			
Non current assets			
Plant and equipment	3	17,075	7,441
Current assets			
Other receivables, deposits and prepayments	4	98,265	52,907
Cash and cash equivalents	5	1,325,971	880,989
		1,424,236	933,896
<u>Total assets</u>		<u>1,441,311</u>	<u>941,337</u>
RESERVES AND LIABILITIES			
Reserves			
Unrestricted Fund			
– General Fund		1,527,867	1,262,126
Restricted Fund			
– Care and Share Fund	8	312,434	77,308
– Tote Board Social Service Fund	7	(501,505)	(448,197)
		1,338,796	891,237
Current liabilities			
Other payables and accruals	6	102,515	50,100
		102,515	50,100
<u>Total reserves and liabilities</u>		<u>1,441,311</u>	<u>941,337</u>

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

Statement of COMPREHENSIVE INCOME for the year ended

31 December 2016

	Note	2016	2015
INCOME			
Donations		234,542	204,005
Direct debit donor program		72,396	77,658
Program fees			
–Mediation		12,240	7,856
–Counselling		164,682	151,233
–Marriage Journey		138,983	17,149
–Training fees		63,596	36,398
VWOs - Charities capability funding (VCF)		59,457	802
Sale of publication		880	450
President Challenge		40,000	–
Tote Board Social Service Fund		496,952	481,294
Community Chest Funding		398	4,742
Care & Share		597,283	412,246
Charity Gala Event		43,180	51,250
Other income	9	51,825	21,541
		1,976,412	1,466,624
EXPENDITURE			
Program fees			
–Mediation		4,359	3,010
–Counselling		57,431	74,120
–Marriage Journey		89,946	6,625
–Training cost		38,577	8,947
Donation expenses			
–DDDP charges		8,104	8,708
–Fund raising expenses		–	–
–Fund raising event		15,145	34,739
Staff costs (incl. bonus)	10	877,574	707,266
CPF (incl. SDL)	10	123,522	94,010
Depreciation of plant and equipment		8,654	4,762
Operating expenditures (Schedule 1)	11	305,542	329,196
		1,528,854	1,271,382
<u>Surplus of Income over Expenditure</u>		<u>447,559</u>	<u>195,242</u>

Statement of COMPREHENSIVE INCOME for the year ended

31 December 2016

Schedule 1	2016	2015
OTHER OPERATING EXPENSES		
Accounting fees	6,500	6,500
Administrative support	—	5,585
Audit fees	3,000	2,500
Bank charges	1,229	1,546
Collaterals (Design & Print)	10,604	—
Communication strategy	362	38,170
General expenses	—	942
Insurance	20,345	15,726
IT related expenses	38,414	68,945
Fine & penalty	406	127
Marketing & communications	36,625	29,071
Meeting expenses	2,486	5,873
Minor equipment	1,909	1,663
Office rental	55,893	55,892
Office supplies	4,152	6,055
Office upkeeping	8,900	8,286
Printing & stationery	4,232	6,597
Professional fees & services	28,506	9,545
Publication cost	706	1,749
Rental of equipment	4,212	4,436
Stakeholders engagement expenses	180	3,025
SG Gives and Paypal	4,435	1,129
Special staff development	25,566	7,863
Staff benefits	11,677	12,053
Staff training	21,031	24,054
Subscription and membership	1,539	1,318
Telecommunication expenses	5,034	4,392
Transport	4,528	2,845
Utilities	3,073	3,309
<u>Total other operating expenses</u>	<u>305,542</u>	<u>329,196</u>

Statement of CHANGES IN FUNDS for the year ended

31 December 2016

	General Funds	TBSSF	Care & Share	Total
Balance at 1 Jan 2015	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
Surplus/(deficit) for the financial year	265,741	(53,308)	235,126	447,559
<u>Balance at 31 Dec 2016</u>	<u>1,527,867</u>	<u>(501,505)</u>	<u>312,434</u>	<u>1,338,796</u>

Statement of CASH FLOW for the year ended

31 December 2016

	Note	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year			
General fund		265,741	88,274
Care and share		235,126	177,278
Tote board social service fund		(53,308)	(70,311)
Adjustments for			
Depreciation of plant and equipment	3	38,654	4,762
Operating cash flow before working capital changes		456,213	200,003
CHANGES IN WORKING CAPITAL			
Other receivables, deposits and prepayments		(45,358)	(26,858)
Other payables and accruals		52,415	29,861
Net cash generated from operating activities		7,057	3,003
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of plant and equipments		(18,288)	(7,320)
Net cash (used in) investing activities		(18,288)	(7,320)
Net increase in cash and cash equivalents		444,982	195,686
Cash and cash equivalents at beginning of year		880,989	685,303
Cash and cash equivalents at end of year		1,325,971	880,989
CASH AND CASH EQUIVALENTS			
Cash in hand		230	336
Cash at bank		1,325,741	880,653
		1,325,971	880,989

GOVERNANCE POLICY PRACTICES

1. DISCLOSURE OF SPECIFIC REQUIRED INFORMATION

1.1 Management Committee Members Receiving Remuneration

No EMCC Management Committee member received any form of remuneration for his or her work contributed to the organisation 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.

1.2 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 2016 (and 2015):

Annual remuneration salary band	FY2016	FY2015
\$100,001 to \$150,000	1	1

There were 14 persons employed by EMCC at 31 December 2016. This year's total annual remuneration amounts include:

1-month salary special bonus declared in Mar 2016 and paid out in April 2016; 1-month salary as Annual Wage Supplement (AWS) in Dec 2016; and 1-month special bonus (for FY2016) provision to be aid out in 2017.

2. 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\$1.5 million. Our current reserves fund can be found in the audited Financial Statement of Accounts.

3. CODE OF GOVERNANCE

Based on the last evaluation carried out in April 2017, 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.

**4. PARTICULARS OF
MANAGEMENT COMMITTEE**

Name	Current Board Position	Member Since	Current Occupation	Date of Appointment
Dr Tan Ban Leong Kenny	Honorary Chairman	2012	Chief Executive Officer	16 May 2012
Miss Cindy Koh Yean Leng	Honorary Vice-chairman	2013	Director	26 May 2016
Mr Melvin Tan Ewe Kin	Honorary Secretary	2013	Director	26 May 2016
Mr David Lum Lam Kong	Honorary Treasurer	2013	Financial Services Consultant	28 May 2014
Mr Benny Ong Hock Siong	Honorary Assistant Treasurer	2010	Financial Services Consultant	28 May 2014
Dr John Ng Swee Kheng	Member	1997	Consultant	26 May 2016
Ms Donna Cheng Bih Hoang	Member	2013	Assistant Director	28 May 2014
Mr Nelson Yeap Tien Sing	Member	2015	Independent Consultant	28 May 2015

5. RELATED ENTITIES

EXTRACT FROM CONSTITUTION OF EMCC

At the time of this report, Dr John Ng Swee Kheng holds the position of Chair Board of Governance at Eagles Communications whilst being a member of the Management Committee, EMCC.

There were no financial transactions conducted between EMCC and Eagles Communications during the year 2016.

CL 8.2 Names for the above offices shall be proposed and seconded at the Annual General Meeting and election will follow on a simple majority vote of the members. All office-bearers may be re-elected to the same or related post for a consecutive term of office. The maximum tenure for Treasurer shall be for 4 consecutive years (or 2 consecutive terms). The term of office of the Committee is 2 years.

DONOR LIST

CHURCHES

Glory Presbyterian Church
Fairfield Methodist Church

CORPORATIONS

Tower Capital Asia Pte Ltd
Lee Foundation
Kwan Im Thong Hood Cho Temple
Life Planning Associates Pte Ltd
Mellford Pte Ltd
FLP YOMIKO Singapore Pte Ltd
National Volunteer & Philanthropy
Centre

INDIVIDUALS

Adelina Koh Kui Hong
Amutharajan Karthikeyan
Amy Cheah
Ang Beng Hai
Ang Eng Hieang
Ang Hwee Hwee
Ang Jun Long
Anthony Wong
Arvinthan s/o Anthony Muthu Paul
Au Yeong Pak Lam

Beh Ean Lim
Benjamin Chan
Bernard Lim Hup Seng
Boey Lim Seow Khim
Boey Siew Fook Michael

Candice Fumie Oh-Toyoura
Carol Lim Chew Yen
Caroline Chew
Chai Yock Eng
Chan Pui Si Valerie
Chan Wei Wei

Chang Shu Lei
Charlie Tan Kit Yeow
Cheang Denise
Chee Geck Neo Helen
Chen Yixiu
Chern Pei Pei
Chew Keat Leong
Chew Soon Lee
Chew Yong Jack
Chia Hwee Ming
Chim Wai Tuck
Chin Boon Hong
Chng Kah Wei
Chong Jin Stew
Choo Yak Chee
Choong Shangwei Daryl
Chow Zhiquan
Christopher Aw Kok Hend
Chua Lay Nee
Chua Whee Ching Karin
Colin Natrass

Daniel Lim Meng Tao
David Chan Yoke Wan
Debbie Lem
Deborah Bridget Moh Puay Si
Desiree Boey
Desmond Tan Yen Hau
Dominic Teo Huat Chye

Eldwin
Elizabeth Ng
Eng Zee Lin
Eruku Ravi Srinivas
Erwin Phua Siew Jeng

Foo Lee Phoon
Foo Marjorie

Goh Cheong Wei
Goh Hin Tiang

Goh Hou Lin
Goh Mai Chee Tracy
Goh Teik Suai
Goh Wee San Winson
Gregory Vijayendran

Helen Sng
Heng Lee Kiang Susan
Heng Wun Hui Linda
Henry Suseno Nilam
Ho Guan Xiang
Ho Lai Ching
Ho Peng Kee
Ho See Joon
Ho Shen Yuan
Huang Baojia
Huey Yuee Lim

Issac Tan

Jay Tan Guat Hoon
Jesse Chan

K Gopalan
Keh Hui Peng
Kelsen Koh
Koh Kim Sai Eric
Kwan Kim Kong
Kwan Siew Mun
Kwang Yee Ling

Lau Sook Fun
Lee Li Tang Pearlyn
Lee Man Qi
Lee Soon Noi
Lee Sue-Ann
Lee Yoon Kuang
Lee Zong Lin
Leo Hee Heng
Leong Mun Yue Leeanne
Leong Wai Sum
Li Deyuan
Liang Yingtao
Liew Min Chee
Liew Tian Seng Alvin
Lilian Ong Lee Leng

Lim Bak Wee
Lim Bee Chin Janet
Lim Chee Hong
Lim Chin Chye
Lim Choie Cheio Tchoyoson
Lim Gaik Poh
Lim Hian Chin
Lim Kee Huat
Lim Kim Hwa
Lim Ming Lee
Lim Yoke Mui
Lim Yue Li
Loh Kok Foon Danny
Loh Yee Wei Nora
Loke Foo Shin Kelly
Loke Poh Ching Joyce
Loke Poh Keun
Loke Pui Yan
Loo Kuen Feng
Low Herman
Low Lin Yian

Mah Yoke
Mak Yuen Chau
Manvinder Kaur
Mark Lim Heng Siew
Max Ong
Melvin Tan
Michelle Elizabeth Woodworth
Moi Huang Lee
Murugaiyan Rajkumar

Neo Cheng Chua
Ng Bee Leng
Ng Boon Chiang
Ng Hwee Fen
Ng Kah Siong Thomas
Ng Khar Choo
Ng Lay Khim
Ng Sern Loong
Ng Wee Siong
Ng Wei Huah
Nor Mala Binte Ahmad

Oh Siu Wai
Ong Boon Chye

Ong Cheng Sze
Ong Ching Ann Johnny
Ong Eny
Ong Hock Siong Benny
Ong Kim Seng Harry
Ong Lui Hong
Ong Soo Sin Ian
Ong Soon Kiat
Ong Tiong Yew
Ong Zong Bao

Pang Chee Kong
Pang Peck Theng
Patricia Sng
Paul Khoo
Paul Ng Wei-Chern
Pauline Chiang
Pauline Hew
Peter Chew Soon Hing
Phang Sui Choon
Phua Koon Teck
Poh Chai Ha

Quek Pei Jun

Rajesh Sreenivasan
Ramesh s/o Pritamdas Chandiramani
Ramesh Thanapathy
Raymond Francis
Regina Tandani

Sam Wang
Samuel Lau Hao Jan
See Mee Hwa
Shermaine Tang
Siah Susan
Sigirisetty Surya Kiran
Sim Peck Leng
Sim Yong Hwee
Sng Chiew Huat
Soh Chee Wai
Soh Hwa Kiang
Song Xinrui Joy
Soo Jia Yaw
Stella Loh Yenlin
Stephen Chen Weng Leong

Sundaram Bhargavan
Sunny Ng

Tan Bee Lan Joanne
Tan Bin Yong Christopher
Tan Boon Huat
Tan Chia Loong Cray
Tan Chua Heng
Tan Gek Choo Lucy
Tan Hong Chiang
Tan Howe Yang
Tan Hui Ling Renee
Tan Jee Too
Tan Jessie
Tan Jit Hui Charles
Tan Kai Siang
Tan Khoon Hua
Tan Kim Lian
Tan Yen Ling Cheryl
Tan Ying Shi
Tang Kei Chin Linus
Tay Hock Joo
Tay Lay Suan
Tay Leong Heng
Tay Meng Ngee
Teo Choo Hong
Teo Li May
Teo Mui Hoon
Teo Wai Ching
Teoh Yi Boon
Tham Kah Poh
Tham Wah Lee
Toh Yude

Vanitha d/o Gunasekaran
Voon Poh Hoon

Wang Dangli
Wee Boon Choon
Wenmiao Mah
Wong Chui Lee
Wong Li Choo
Wong Suat Li
Wong Yong Cheong

Yap Yong Teng

Yau Lay Hoon
Yau Wai Tat
Yeap Teng Wah
Yeo Eng Kwang
Yeo Kheng Hui
Yeo Teow Koon
Yeo Tong Kian
Yeo Tze Hui
Yong Bee Choon
Yong Fen Chao
Yong Jiing Sing
Yong Leonard
Yuan Liu

Zhou Yongchang

