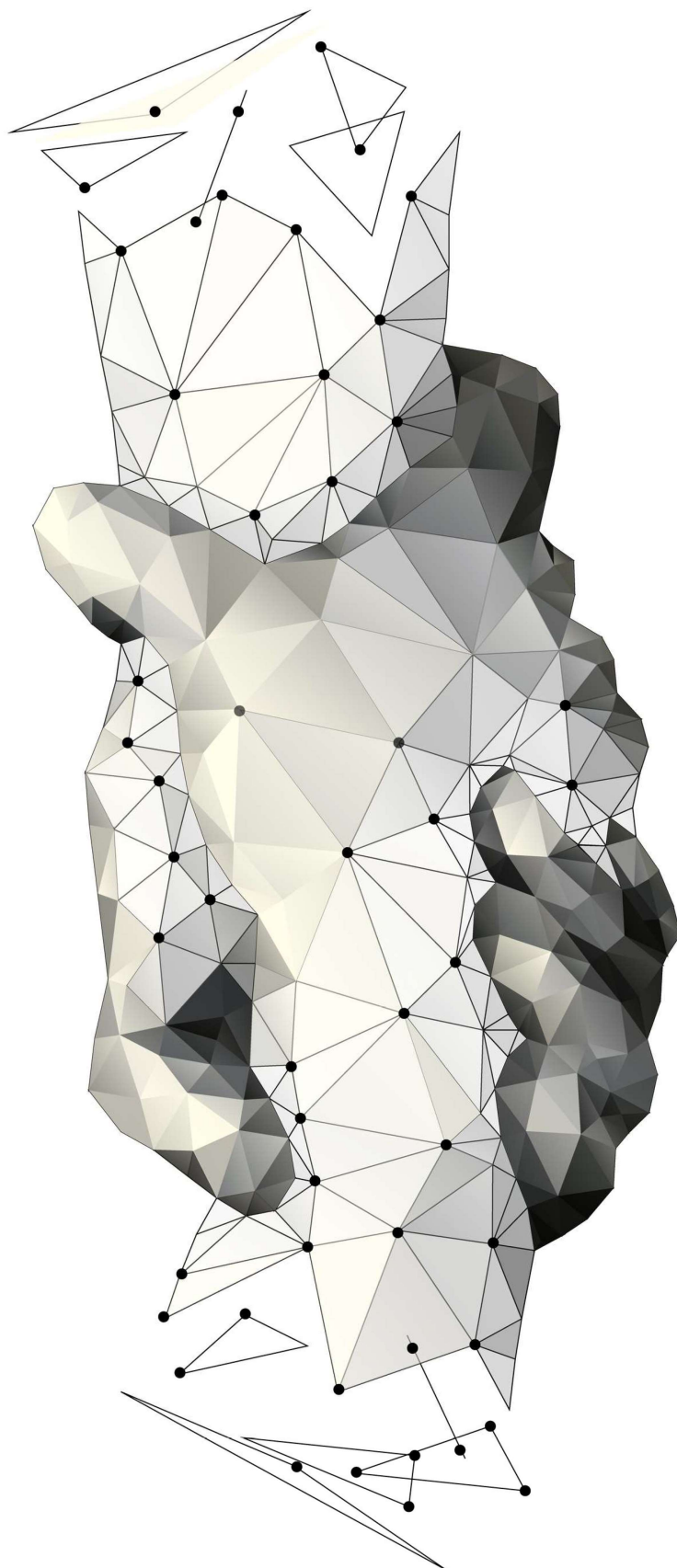


# Eagles Mediation & Counselling Centre Ltd

Annual Report 2020



**Eagles Mediation & Counselling Centre Ltd (EMCC)** (UEN: S97SS0164E) is a full member of the National Council of Social Service, and a charity approved as an Institution of a Public Character.

Since our establishment in 1997, we have endeavoured to strengthen mental health and bring hope to broken relationships. We believe the Singaporean society at large benefits from the development of mentally resilient individuals, strong marriages, and healthy families.

## **VISION**

**Bringing Hope to Relationships**

## **MISSION**

**EMCC enables people to effectively manage personal, marital, family and organisational challenges and conflicts.**

We were a society until 15 November 2020 when we novated to a company limited by guarantee, Eagles Mediation & Counselling Centre Ltd, on 16 November 2020. Before that, Eagles Mediation & Counselling Centre Ltd as an entity was dormant.

## **BOARD OF DIRECTORS**

A/Prof Kenny Tan	Chairman
Mr Melvin Tan Ewe Kin	Vice-Chairman
Ms Cindy Koh Yean Leng	Secretary
Ms Donna Cheng Bih Hoang	Treasurer
Mr Benny Ong Hock Siong	Assistant Treasurer
Ms Cindy Ong	Member

## **OUR SERVICES**

**16 November-31 December 2020**

### **Introduction**

This report covers only the final six weeks of 2020 when the organisation operated as a newly-novated company limited by guarantee and should be read in that context. The end of the year is also a traditionally quieter time for the organisation when demand for our services tends to be lower.

## Mediation Services

Our mediation services were affected by the pandemic-related restrictions imposed by the Singapore government. The inability to meet physically and hold outreach activities resulted in fewer mediation cases over the six weeks.

There were however two innovations that were done in the year, starting in the society, and continuing with the company limited by guarantee. One, for the first time, we conducted mediation for a community organisation. This was a dispute that was between some leaders and a staff member, and the mediation helped the organisation to settle some relational issues so they can go on working together.

Second, we started an upstream initiative, advocating mediation for couples whose marriages might be at an impasse but not yet considering divorce. In our first such mediation, the wife had been receiving counselling when the counsellor suggested mediation for husband and wife who were experiencing difficulties communicating. This is a prime example of how our integration of counselling and mediation services work to provide appropriate intervention in a timely and seamless manner.

We will look to build on these initiatives in 2021 and beyond.

<b>Enquiries</b>	<b>1</b>
<b>Consultation Cases</b>	<b>5</b>
<b>Cases</b>	<b>1</b>

## Counselling Services

The year-end period is a traditionally quieter period for counselling. In 2020, the demand was further dampened by the continued Covid-19 related restrictions on in-person meetings.

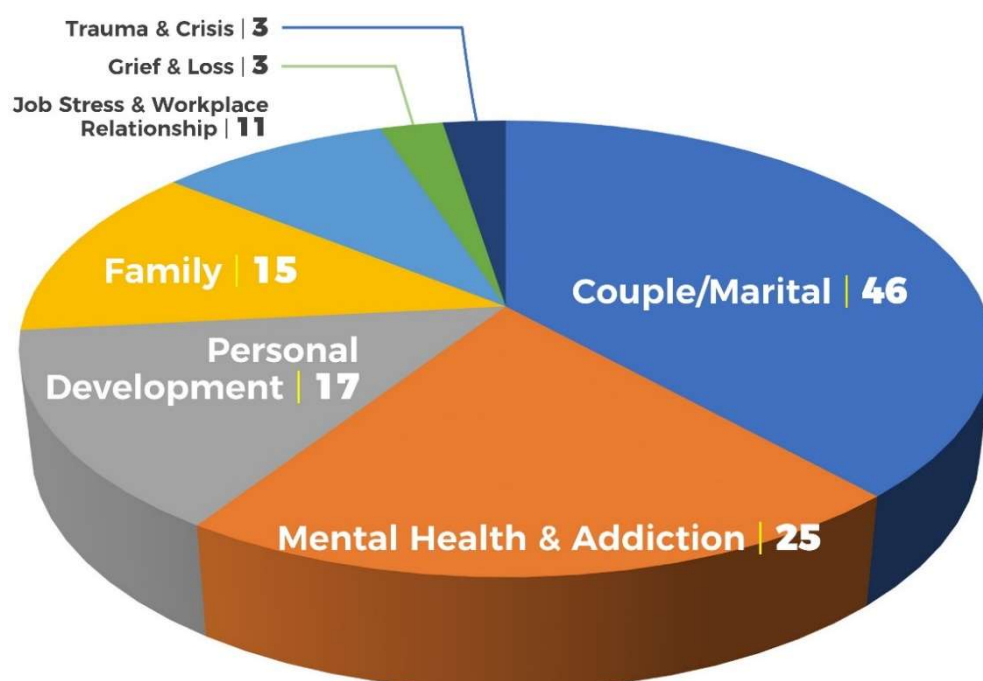
While online counselling was offered for continuity of service, most of our clients (81%) preferred face-to-face counselling sessions, resulting in several cancellations and a lower caseload.

As part of our corporate social responsibility, we provided personal counselling to professionals from NCSS member organisations and medical professionals at deeply discounted rates. This initiative provided critical support and helped to prevent burnout among our colleagues in the sector, who were struggling to manage clients' as well as their own uncertainties and anxieties during the pandemic.

### Caseload and number of sessions conducted

<b>Enquiries</b>	<b>58</b>
<b>New Cases</b>	<b>26</b>
<b>Cases</b>	<b>120</b>
<b>Clients</b>	<b>154</b>
<b>Sessions</b>	<b>225</b>
<i>Online</i>	<i>43</i>
<i>Face to face</i>	<i>182</i>

### Presenting Issues (120 cases)



**Couple/Marital** refers to relational difficulties in dating, pre-marital, marital conflicts, extra-marital affairs and separation/divorce.

**Mental Health** refers to anxiety, depression, difficulty in eating and sleeping.

**Personal Development** refers to anger/stress management, self-esteem, self-identity, and sexual issues.

**Family** refers to family conflicts and parenting difficulties.

## Training & Education

Training & Education was not spared from the impact of the pandemic-related restrictions.

During the year, to comply with the restrictions, the in-person Group Marriage Preparation Programme (GMPP) sessions had to be scaled down. We also began making arrangements for online sessions for the Marriage Preparation Programme (MPP).

However, our Bringing Baby Home programme for Transnational Couples under the Ministry of Social and Family Development's (MSF) auspices could not be conducted along with many other planned training programmes. (We later learn to transit training programmes online where possible.)

We remain ready to adapt and seize opportunities as pandemic restrictions change. Going forward, we are also exploring online solutions as our counselling clients become more comfortable with the different technologies available.

**MPP** (Marriage Preparation Programme)

**8 couples**

**GMPP** (Group Marriage Preparation Programme)

**6 couples**

**MPP/GMPP**

**28 participants**

**EAGLES MEDIATION & COUNSELLING CENTRE LTD.**  
(Co. Reg. No. 201904577Z)

**FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED  
31 DECEMBER 2020**

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**EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**DIRECTORS' STATEMENT**

The directors present their statement to the members together with the audited financial statements of Eagles Mediation & Counselling Centre Ltd (the "Company") for the financial year ended 31 December 2020.

In the opinion of the directors:

- (i) the financial statements set out on pages 5 to 21 are drawn up so as to give a true and fair view of the financial position of the Company at 31 December 2020 and of the financial performance, changes in fund and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore; and
- (ii) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

**Directors**

The directors in office at the date of this statement are:

Tan Ban Leong  
Tan Ewe Kin Melvin  
Koh Yean Leng Cindy  
Donna Cheng Bih Hoang  
Ong Hock Siong @ Benny Ong Hock Siong  
Cindy Ong

**Arrangement to enable directors to acquire benefits**

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisitions of shares in or debentures of any other body corporate.

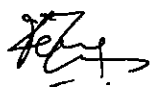
**Other matters**

As the Company is limited by guarantee, matters relating to the issue of shares, debentures, dividends or share options of the Company are not applicable.

**Independent auditor**

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Tan Ban Leong  
Chairman



Donna Cheng Bih Hoang  
Treasurer

18 AUG 2021



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**Report on the Audit of the Financial Statements**

***Opinion***

We have audited the accompanying financial statements of Eagles Mediation & Counselling Centre Ltd (the "Company") as set out on pages 5 to 21, which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial 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 Companies Act, Chapter 50 (the "Act"), Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2020 and of the financial performance, changes in funds and cash flows of the Company for the financial 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 Company 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.

***Other Matter***

The financial statements of the Company for the financial period from 12 February 2019 (date of incorporation) to 31 December 2019 were unaudited.

***Other Information***

Management is responsible for the other information. The other information obtained at the date of this auditor's report comprises the Directors' Statement as set out on page 1 and the Annual Report for the financial year ended 31 December 2020, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
EAGLES MEDIATION & COUNSELLING CENTRE LTD (cont'd)**  
(A company limited by guarantee and not having share capital)

**Report on the Audit of the Financial Statements (cont'd)**

***Other Information (cont'd)***

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

***Responsibilities of the Management and Directors for the Financial Statements***

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and FRSSs, 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 financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company'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:

- 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.
- 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 Company's internal control.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
EAGLES MEDIATION & COUNSELLING CENTRE LTD (cont'd)**  
(A company limited by guarantee and not having share capital)

**Report on the Audit of the Financial Statements (cont'd)**

***Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)***

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management'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 Company'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 Company to cease to continue as a going concern.
- 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, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- (i) The Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (ii) The Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

18 August 2021

**EAGLES MEDIATION & COUNSELLING CENTRE LTD**

(A company limited by guarantee and not having share capital)

**STATEMENT OF FINANCIAL ACTIVITIES****For the financial year ended 31 December 2020**

		<b>Unrestricted General Fund</b>	<b>Restricted Funds</b>	<b>Total year ended 1.1.2020 to 31.12.2020</b>	<b>Total period ended 12.2.2019 to 31.12.2019</b>
	<b>Note</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Income</b>					
Voluntary income	3	19,996	–	<b>19,996</b>	–
Program fees	4	30,400	35,240	<b>65,640</b>	–
Other income	5	5,314	–	<b>5,314</b>	–
<b>Total income</b>		<b>55,710</b>	<b>35,240</b>	<b>90,950</b>	–
<b>Expenditure</b>					
Cost of generating funds	6	20,779	2,455	<b>23,234</b>	–
Governance and administrative costs	7	105,349	94,396	<b>199,745</b>	–
<b>Total expenditure</b>		<b>126,128</b>	<b>96,851</b>	<b>222,979</b>	–
<b>Deficit for the financial year/period</b>		<b>(70,418)</b>	<b>(61,611)</b>	<b>(132,029)</b>	–

The accompanying notes form an integral part of these financial statements.

**EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**STATEMENT OF FINANCIAL POSITION**  
**At 31 December 2020**

	Note	2020 \$	2019 \$
<b>Non-current assets</b>			
Plant and equipment	9	11,883	—
<b>Current assets</b>			
Trade receivables		8,675	—
Other receivables	10	54,185	—
Cash and cash equivalents		1,973,407	—
		2,036,267	—
<b>Total assets</b>		2,048,150	—
<b>Current liabilities</b>			
Trade payables		2,746	—
Other payables	11	64,832	—
		67,578	—
<b>Net assets</b>		1,980,572	—
<b>Funds</b>			
Unrestricted General Fund		1,426,297	—
Restricted Funds			
- Tote Board Social Service Fund	12	257,799	—
- Community Chest Charity Support Fund	12	—	—
- Invictus Fund	12	296,476	—
		1,980,572	—

The accompanying notes form an integral part of these financial statements.

**EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**STATEMENT OF CHANGES IN FUNDS**  
**For the financial year ended 31 December 2020**

	←	Unrestricted General Fund \$	Tote Board Social Service Fund \$	Restricted Funds Community Chest Charity Support Fund \$	Invictus Fund \$	→	Total \$
Balance at 12 February 2019 (date of incorporation) and 1 January 2020		—	—	—	—		—
Transferred from EMCC (Note 13)		1,496,548	319,003	167	296,883		2,112,601
Deficit for the financial year		(70,418)	(61,204)	—	(407)		(132,029)
Interfund transfer		167	—	(167)	—		—
<b>Balance at 31 December 2020</b>		<b>1,426,297</b>	<b>257,799</b>	<b>—</b>	<b>296,476</b>		<b>1,980,572</b>

The accompanying notes form an integral part of these financial statements.

**EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**STATEMENT OF CASH FLOWS**  
**For the financial year ended 31 December 2020**

	1.1.2020 to 31.12.2020 \$	12.2.2019 to 31.12.2019 \$
<b>Cash flows from operating activities</b>		
Deficit for the financial year/period	(132,029)	–
<b>Adjustments for:</b>		
Depreciation of plant and equipment	478	–
Interest income	(2,663)	–
<b>Operating cash flows before working capital changes</b>	(134,214)	–
Receivables	116,601	–
Payables	(24,478)	–
Cash restricted in use	(554,275)	–
<b>Net cash used in operating activities</b>	(596,366)	–
<b>Cash flows from investing activities</b>		
Purchases of plant and equipment	(2,589)	–
Interest income received	2,663	–
<b>Net cash generated from investing activities</b>	74	–
<b>Cash flows from financing activities</b>		
Fund transferred from EMCC (Note 13)	2,015,424	–
<b>Net cash generated from financing activities</b>	2,015,424	–
<b>Net increase in cash and cash equivalents</b>	1,419,132	–
Cash and cash equivalents at beginning of financial year/period	–	–
<b>Cash and cash equivalents at end of financial year/period</b>	1,419,132	–
<b>Cash and cash equivalents are represented by:</b>		
Amount as shown in the statement of financial position	1,973,407	–
Less: Cash and cash equivalents restricted in nature	(554,275)	–
	1,419,132	–

The accompanying notes form an integral part of these financial statements.

**EAGLES MEDIATION & COUNSELLING CENTRE LTD**  
(A company limited by guarantee and not having share capital)

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 December 2020**

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

**1 Corporate information**

The Company (Co. Reg. No. 201904577Z) is incorporated and domiciled in Singapore. The Company is also a registered charity under the Charities Act, Chapter 37 since 12 February 2019. The Company is an approved Institution of a Public Character from 17 August 2020 to 16 August 2022. The registered address and principal place of activities is at 331 North Bridge Road #22-01/06, Odeon Towers, Singapore 188720.

The principal activities of the Company are:

- a) to provide mediation and counselling to individuals, families and organisations;
- b) to organise and participate in conferences, workshops, exhibitions, business and social meetings, lectures and discussions on subjects of interest to practitioners and person interested in mediation and counselling, and also facilitate and conduct research relevant to mediation and counselling;
- c) to provide training to persons involved in working with people such as skills in counselling, mediation and conflict resolution;
- d) to serve as a resource for help agencies, schools and other communities in the area of consultation, training and direct services; and
- e) to publish papers, magazines or journals related to the above with the approval of relevant authorities.

Each member of the Company has undertaken to contribute such amounts not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company has 7 members (2019: 3 members) at the end of the reporting year.

The memorandum and articles of the Company restricts the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividend to members.

**2 Significant accounting policies**

**a) Basis of preparation**

The financial statements are presented in Singapore dollar (“\$”), which is the Company’s functional currency, have been prepared in accordance with the provisions of the Companies Act, Chapter 50, the Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore (“FRSs”). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs 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 period. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.



## **2 Significant accounting policies (cont'd)**

### **a) Basis of preparation (cont'd)**

#### *Use of estimates and judgements*

The 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year.

The carrying amounts of cash and bank balances, trade and other current receivables, payables and accrued expenses approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

#### *New and revised standards*

In the current financial period, the Company has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial period. Changes to the Company's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new and revised FRSs and INT FRSs did not have any material effect on the financial results or financial position of the Company.

New standards, amendments to standards and interpretations that have been issued at the end of the reporting period but are not yet effective for the financial year ended 31 December 2020 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company.

### **b) Income recognition**

#### *Voluntary income*

Voluntary income consists of donations which are recognised at the point in time.

#### *Activities for generating funds*

Revenue from activities for generating funds relates to those short-term duration services provided such as counselling, marriage journey, mediation and training fees which are recognised at the point in time.

#### *Interest income*

Interest income is recognised on a time proportion basis using the effective interest method.

#### *Other income*

Other income is recognised at the point in time.

## 2 Significant accounting policies (cont'd)

### c) Plant and equipment

Plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of plant and equipment initially recognised includes its purchase price and any costs that are directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal and restoration is included as a consequence of acquiring or using the property, plant and equipment.

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Years
Plant and equipment	3

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in statement of financial activities when the changes arise.

On disposal of a plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to statement of financial activities.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

### d) Impairment of non-financial assets

At each balance sheet date, the Company assesses the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A previously recognised impairment loss for an asset other than goodwill is only reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. A reversal of an impairment loss is recognised immediately income or expenditure.

### e) Income tax

As a charity, the Company is exempt from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the reporting period.

## 2 Significant accounting policies (cont'd)

### f) Employee benefits

#### *Defined contribution plans*

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), and will have no legal or constructive obligation to pay further contributions once the contributions have been paid. Contributions to defined contribution plans are recognised as an expense in the period in which the related service is performed.

#### *Employee leave entitlements*

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

### g) Financial assets

#### *Recognition and derecognition*

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

#### *Classification and measurement*

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

The Company classifies its financial assets at amortised cost. The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets.

The Company reclassifies financial assets when and only when its model for managing those assets changes.

#### *Subsequent measurement*

The Company's financial assets at amortised cost comprise cash and bank balances and trade and other receivables (excluding prepayments). The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in statement of financial activities when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

## **2 Significant accounting policies (cont'd)**

### **g) Financial assets (cont'd)**

#### ***Impairment***

The Company recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

The Company recognises an impairment gain or loss in statement of financial activities for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

#### ***Offset***

Financial assets and liabilities are offset and the net amount presented on the statement of financial position when, and only when the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **h) Financial liabilities**

Financial liabilities include trade and other payables (excluding provision for unutilised annual leave). Financial liabilities are recognised on the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the financial instruments. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

### **i) Provisions for other liabilities**

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past event, and it is probable that an outflow of economic resources will be required to settle that obligation and the amount can be estimated reliably. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date. Where the effect of the time value of money is material, the amount of the provision shall be discounted to present value using a pre-tax discount rate that reflects the current market assessment of the time value of money and risks specific to the obligation.

When discounting is used, the increase in the provision due to passage of time is recognised as a finance cost in statement of financial activities.

### **j) Leases**

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

## 2 Significant accounting policies (cont'd)

### j) Leases (cont'd)

#### *When the Company is the lessee*

The Company applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The Company has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low-value assets.

### k) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to statement of financial activities over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expense item, it is recognised in statement of financial activities over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

### l) Cash and cash equivalents in the statement of cash flows

For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand and bank balances with financial institutions which are subject to an insignificant risk of change in value.

### m) Funds

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected in statement of financial activities in Unrestricted General Fund.

Unless specifically indicated, fund balances are not represented by any specific assets but are represented by all assets of the Company.

## 3 Voluntary income

	1.1.2020 to 31.12.2020 \$	12.2.2019 to 31.12.2019 \$
Donations	19,996	—

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deductions for the donations made to the Company.

During the financial period, the Company issued tax deductible receipts for donations collected totalling \$13,280 (2019: \$Nil).

**4 Program fees**

	<b>Unrestricted General Funds \$</b>	<b>Restricted Funds Tote Board Social Service Fund \$</b>	<b>Community Chest Charity Support Fund \$</b>	<b>Total year from 1.1.2020 to 31.12.2020 \$</b>	<b>Total period from 12.2.2019 to 31.12.2019 \$</b>
Counselling	–	35,240	–	35,240	–
Marriage preparation programmes	3,970	–	–	3,970	–
Training fees	26,430	–	–	26,430	–
	30,400	35,240	–	65,640	–

**5 Other income**

	<b>1.1.2020 to 31.12.2020 \$</b>	<b>12.2.2019 to 31.12.2019 \$</b>
Interest income	2,663	–
Other income	2,651	–
	5,314	–

**6 Cost of generating funds**

	<b>Unrestricted General Funds \$</b>	<b>Restricted Funds Tote Board Social Service Fund \$</b>	<b>Community Chest Charity Support Fund \$</b>	<b>Total year from 1.1.2020 to 31.12.2020 \$</b>	<b>Total period from 12.2.2019 to 31.12.2019 \$</b>
<u>Program costs:</u>					
- Counselling	–	2,455	–	2,455	–
- Training cost	19,634	–	–	19,634	–
Donation expenses	1,145	–	–	1,145	–
	20,779	2,455	–	23,234	–

**7 Governance and administrative costs**

		← Restricted Funds →				
		Tote Board	Community Chest			
	Unrestricted General Funds	Social Service Fund	Charity Support Fund	Invictus Fund	Total year from 1.1.2020 to 31.12.2020	Total period from 12.2.2019 to 31.12.2019
	\$	\$	\$	\$	\$	\$
Depreciation of plant and equipment (Note 9)	56	126	—	296	478	—
Office rental*	5,141	11,996	—	—	17,137	—
Staff costs (Note 8)	92,368	63,443	—	—	155,811	—
Other operating expenses	7,784	18,424	—	111	26,319	—
	105,349	93,989	—	407	199,745	—

\* Office rental pertains to short-term leases that have lease terms of less than 12 months and low-value assets. The Company elected not to recognise right-of-use assets and lease liabilities for short-term leases and low value assets.

**8 Staff costs**

		Restricted Funds				
		Tote Board	Community Chest			
	Unrestricted General Funds	Social Service Fund	Charity Support Fund	Total year from 1.1.2020 to 31.12.2020	Total period from 1.1.2019 to 31.12.2019	
	\$	\$	\$	\$	\$	
Staff salaries, bonuses and allowance	81,805	55,252	—	137,057	—	
Staff CPF and other contributions	9,938	6,733	—	16,671	—	
Staff insurance and welfare	625	1,458	—	2,083	—	
	92,368	63,443	—	155,811	—	

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

Included in staff costs is an amount of \$15,767 (2019: \$Nil) and \$2,012 (2019: \$Nil) for remuneration and CPF contributions paid to key management personnel.

The directors did not receive any remuneration from the Company during the financial year.

**9 Plant and equipment**

	<b>Plant and equipment \$</b>
<b>2020</b>	
<b>Cost</b>	
At 12.2.2019 and 1.1.2020	–
Transferred from EMCC (Note 13)	131,600
Additions	2,589
	<hr/>
At 31.12.2020	<b>134,189</b>
	<hr/>
<b>Accumulated depreciation</b>	
At 12.2.2019 and 1.1.2020	–
Transferred from EMCC (Note 13)	121,828
Depreciation	478
	<hr/>
At 31.12.2020	<b>122,306</b>
	<hr/>
<b>Net book value</b>	
At 31.12.2020	<b>11,883</b>
	<hr/>

<b>1.1.2020 to 31.12.2020 \$</b>	<b>12.2.2019 to 31.12.2019 \$</b>
--	---

Depreciation is charged as follows:

Unrestricted General Funds (Note 7)	56	–
Restricted Funds (Note 7)	422	–
	<hr/>	
	<b>478</b>	–
	<hr/>	

**10 Other receivables**

	<b>2020 \$</b>	<b>2019 \$</b>
Other receivables - third parties	24,385	–
Refundable deposits	20,392	–
Prepayments	9,408	–
	<hr/>	
	<b>54,185</b>	–
	<hr/>	

**11 Other payables**

	<b>2020 \$</b>	<b>2019 \$</b>
Accrued operating expenses	44,733	–
Provision for unutilised annual leave	16,729	–
Advances received from customers	3,370	–
	<hr/>	
	<b>64,832</b>	–
	<hr/>	



**12 Restricted Funds**

	<b>Tote Board Social Service Fund<sup>(a)</sup></b>	<b>Community Chest Charity Support Fund<sup>(b)</sup></b>	<b>Invictus Fund<sup>(c)</sup></b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2020</b>				
Balance as at 12 February 2019 and 1 January 2020	—	—	—	—
Transferred from EMCC (Note 13)	319,003	167	296,883	616,053
Program fees	35,240	—	—	35,240
Expenditure	(96,444)	—	(407)	(96,851)
Deficit for the financial year	(61,204)	—	(407)	(61,611)
Transfer to Unrestricted General Fund	—	(167)	—	(167)
<b>Balance as at 31 December 2020</b>	<b>257,799</b>	<b>—</b>	<b>296,476</b>	<b>554,275</b>

(a) Tote Board Social Service Fund was set up to support the operation of a programme known as Integrative Mediation and Counselling. The fund is mainly represented by cash.

(b) Community Chest Charity Support Fund was disbursed by the Singapore government in 2 batches for the following approved usages:

- (i) Programmes to empower services users and families;
- (ii) Capital expenditure for upgrading of training room and training room facilities; and
- (iii) Capability building for community engagements with the aim of unlocking resources for service users.

(c) Invictus Fund

The Fund is disbursed by NCSS to support the operation of Integrative Mediation and Counselling and to provide assistance in adopting technology to improve work processes, enhance service delivery and leverage data for better planning and management. The fund is mainly represented by cash.

**13 Transfer of funds from EMCC**

On 30 October 2020, the Company signed an agreement with EMCC, a society incorporated under the Societies Act, Chapter 311 and domiciled in Singapore, that the functions, operations and assets of EMCC will be transferred and assigned to the Company and the liabilities and obligations of EMCC will be assumed by the Company so that the Company may continue the provision of mediation and counselling services offered by EMCC with effect from 16 November 2020.

### 13 Transfer of funds from EMCC (cont'd)

Pursuant to the agreement dated on 30 October 2020, general funds amounting of \$1,300,000 was transferred by EMCC on 30 October 2020 and the following funds were transferred on 16 November 2020 to the Company:

	\$
<b>Funds</b>	
General Fund	196,548
Tote Board Social Service Fund	319,003
Community Chest Charity Support Fund	167
Invictus Fund	296,883
	<hr/> 812,601 <hr/>

The funds transferred by EMCC to the Company on 16 November 2020 were represented by the following assets and liabilities:

	\$
<b>Non-current assets</b>	
Plant and equipment	9,772
	<hr/>
<b>Current assets</b>	
Trade receivables	12,128
Other receivables	167,333
Fixed deposits	600,000
Cash and cash equivalents	115,424
	<hr/> 894,885 <hr/>
<b>Total assets</b>	<hr/> 904,657 <hr/>
<b>Current liabilities</b>	
Trade payables	2,879
Other payables	89,177
	<hr/> 92,056 <hr/>
<b>Total liabilities</b>	<hr/> 92,056 <hr/>
<b>Net assets</b>	<hr/> 812,601 <hr/>

EMCC has transferred a total cash balance of \$2,015,424 to the Company as at the end of the financial year.

### 14 Financial instruments

#### a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of financial period/year are as follows:

	2020 \$	2019 \$
<i>Financial assets</i>		
At amortised cost	2,026,859	–
	<hr/>	
<i>Financial liabilities</i>		
At amortised cost	47,479	–
	<hr/>	

## **14 Financial instruments (cont'd)**

### **b) Financial risk management**

The Company's activities expose it to minimal financial risks and overall risk management is determined and carried out on an informal basis by Management.

#### ***Foreign exchange risk***

The Company has no significant foreign currency exposure as majority of its transactions were carried out in local currency and the Company has no significant assets or liabilities denominated in foreign currencies.

#### ***Interest rate risk***

The Company's exposure to interest rates relates primarily to the impact of changes in interest rates on its bank balances with financial institutions which are minimal.

Sensitivity analysis for interest rate risk is not disclosed as the effect on statement of financial activities is considered not significant.

#### ***Credit risk***

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company.

The Company does not have any significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position. Credit risk exposure in relation to financial assets at amortised costs as at 31 December 2020 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2020.

#### ***Liquidity and cash flow risk***

Management exercises prudent liquidity and cash flow risk management policies and aims at maintaining an adequate level of liquidity and cash flows at all times.

The financial liabilities of the Company as presented in the statement of financial position are due within twelve months from the end of financial year and approximate the contractual undiscounted repayments obligations.

#### ***Fair value of assets and liabilities***

The carrying amounts of the financial assets and liabilities recorded in the financial statements of the Company approximate their fair values.

## **15 Fund management**

The primary objective of the Company's fund management is to ensure that the funding from members, public and other sources are properly managed and used to support its operations.

The Company manages its fund structure and makes adjustments to it, in light of changes in economic conditions. No changes were made to the objectives, policies or processes during the financial year ended 31 December 2020.

The Company is not subjected to externally imposed capital requirements.

## **16 Comparative figures**

The comparative financial statements cover the financial period from 12 February 2019 to 31 December 2019 and therefore are not comparable. The comparative financial statements were not audited.

## **17 Authorisation of financial statements**

The financial statements of the Company for the financial year ended 31 December 2020 were authorised for issue in accordance with a resolution of Directors dated 18 August 2021.

# Governance Policy Practices

## Governance Compliance Checklist

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Board Governance</b>				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff* appointments?		No	
2	Staff* does not chair the Board and does not comprise more than one-third of the Board.	1.1.3		
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Not Complied	Work in progress
<b>Conflict of Interest</b>				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

## Governance Compliance Checklist

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Human Resource and Volunteer* Management</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff*.	5.5	Complied	
	Are there volunteers* serving in the charity?		No	
15	There are volunteers* management policies in place for volunteers*.	5.7		
<b>Financial Management and Internal Controls</b>				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		No	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3		

## Governance Compliance Checklist

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Disclosure and Transparency</b>				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
25	No Board member is involved in setting his or her own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated	8.3		
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each	8.4	Complied	
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
<b>Public Image</b>				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Not Complied	Work in progress

## Disclosure of specific required information

- No staff received more than \$100,000 in annual remuneration.
- No paid staff, who are close members of the family of the Executive Head or Board Member, received more than \$50,000 during the year.
- No Board Member was remunerated.
- The 1<sup>st</sup> AGM was held on 19 August 2020.

	Names of Directors who were present
1	Dr Kenny Tan
2	Mr Benny Ong
3	Dr John Ng



