



*Bringing Hope
and Restoration*

Through the Lens of **Hope & Recovery**



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Vision

Bringing Hope and Restoration

Mission

Nurture mental resilience in individuals.

Foster relational well-being in families.

Empower all we serve to care for themselves and others.

Our Core Values

E _____

Empower

We enable individuals and families to take charge of their mental health and relationships, unlocking their potential for change.

M _____

Mend

We guide individuals and families through the process of healing, rebuilding trust, and finding resolution for mental wellness and relational challenges.

C _____

Care

We serve with empathy and care, always attuned to the unique needs of those we support.

C _____

Collaborate

We work hand in hand with clients and partners to create meaningful change and expand our collective impact.

History

EMCC was founded in 1996 as a pioneer in family mediation and began as Eagles Mediation Services (EMS) under Eagles Communication. Renamed Eagles Mediation & Counselling Centre (EMCC) and incorporated as a separate entity in 1997, EMCC is one of the region's few agencies with expertise to provide integrative services in mediation and psychotherapy. EMCC was novated to a company limited by guarantee on 16 November 2020.

Board of Directors



Ms Jenny Bong, Secretary | Mr Benny Ong, Assistant Treasurer | Mr Melvin Tan, Vice Chairman
Ms Donna Cheng, Member | Ms Cindy Koh, Treasurer | Dr Kenny Tan, Chairman



Dr Kenny Tan, JP
Chairman, Board of Directors

Chairman's Message

For over 25 years, Eagles Mediation & Counselling Centre (EMCC) has been a constant source of hope. As societal needs shift, we have remained nimble, continuously enhancing our therapeutic and clinical approaches to ensure our counselling and mediation services are as effective as possible for the community.

Prompted by Singapore's latest National Mental Health and Well-being Strategy, 2024 was a pivotal year of deep reflection for us. The Board and staff embarked on a year-long journey to re-examine our mission and vision. This process culminated in a renewed sense of purpose, guiding us with a clear mission, vision, and a set of core values. This refresh reminded us of our calling as a Christian organisation to be a lighthouse—tunnelling through the darkness to bring hope to those who need it most.

We are heartened to report that this past year, more people than ever before have found the courage to seek help. This surge is a powerful sign that the stigma around mental health is slowing but surely breaking down. We are proud

to have been a part of this change through our expanded trauma-informed care, strengthened marital counselling, and focused community outreach. Our vision of "**Bringing Hope and Restoration**" is not just a phrase—it is a reality we've seen transform lives.

To our dedicated staff, our generous donors, and our committed partners—thank you. Your support is the foundation of our work. Together, we are doing more than restoring relationships; we are building a new future for mental health care in Singapore. We will continue to do our best for the community we serve.

Onward with hope,

Dr Kenny Tan

Executive Director's Message

FY2024 marked an important chapter for Eagles Mediation & Counselling Centre (EMCC) as we embraced a renewed sense of purpose and direction. Anchored in our new vision of Bringing Hope and Restoration, we took intentional steps to strengthen our services, deepen our reach, and align with Singapore's national Mental Health and Well-being Strategy. Our mission—to nurture mental resilience, foster relational well-being, and empower individuals to care for themselves and others—was brought to life through expanded programmes, outreach initiatives, and meaningful collaborations.



Elaine Tan
Executive Director *

Over this period, we served **565 clients** through counselling and mediation, with **406** benefitting from subsidy support. Presenting issues such as **marital conflict, anxiety, depression, trauma, and personal development** remained key concerns. In response to the rising number of marital cases, our counsellors continued to equip themselves through **Gottman Clinical Trainings**, ensuring evidence-based support for couples. At the same time, we strengthened our trauma-focused capabilities through an **Advanced Certified Clinical Trauma Specialist** training conducted by Dr Robert Rhoton, benefitting **51 professionals** and educators.

We also rolled out new programmes in response to emerging needs. These included a **six-part parenting workshop series** that supported 24 participants in navigating modern-day parenting, and the continued **EMCC-Barclays LifeSkills Programme** for job seekers, which empowered 65 individuals through counselling, peer support, and job readiness training. We further deepened corporate engagement

through our **Employee Assistance Programme**, delivering talks to over **190 staff** across six companies, and piloted new topics such as **attachment styles** and **conflict management** to build healthier workplaces.

Our first digital advocacy campaign, “It’s Not You”, was another milestone. It brought mental health conversations into public spaces through illustrated characters, community art, and social media stories. Life Songs, our book fundraiser, raised over **\$88,000** to subsidise therapy for low-income clients—a reflection of the generosity of our donors and the power of creative advocacy.

As we look ahead, EMCC remains committed to expanding access, strengthening partnerships, and investing in the next generation of practitioners through training and clinical supervision. To our staff, board, donors, and community—thank you for your trust and belief in our work. Together, we are building a more compassionate, resilient Singapore.

* Appointed 1 October 2023

Overview of FY2024

(January 2024 - March 2025)

Clients Helped

565

A horizontal bar chart with a yellow bar representing the value 565.

Professionals Trained

165

A horizontal bar chart with a yellow bar representing the value 165.

Couples Who Attended Our Marriage
Preparation Programmes

82

A horizontal bar chart with a yellow bar representing the value 82.

Attendees at Public Mental Health Talks

159

A horizontal bar chart with a yellow bar representing the value 159.

Clients Subsidised

406

A horizontal bar chart with a yellow bar representing the value 406.

Amount of Donations Received

\$206,508.20

“How are you doing emotionally today?”



After losing her mother to late-stage brain cancer, 29-year-old journalist Charlotte felt like her world had caved in. The grief was sudden and consuming, compounded by unresolved family conflict she had carried with her since school. Though not new to therapy, this time felt different — heavier. She returned to EMCC to process the loss and found solace in a space free from judgement.

Through counselling, Charlotte began to unpack years of hidden trauma, learning to understand her emotional responses and regulate them better. The journey has been far from linear, but she says counselling keeps her moving forward — even when life pulls her back.

Scan here for Charlotte's full story



Total Number of Cases and Counselling Sessions in FY2024

New Cases

436

Total Number of Cases

540

Total Number of Sessions

2303

Top 5 Presenting Issues Amongst Counselling Clients

Marital

117

Anxiety

90

Personal Development

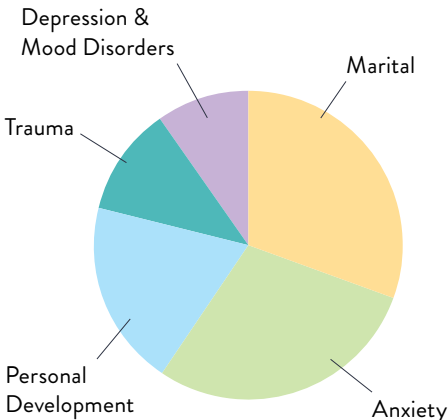
44

Trauma

32

Depression & Mood Disorders

32



In FY2024, EMCC registered 540 counselling cases in total. The presenting issues were Marital (22%), Anxiety (16%), Personal Development (8%), Trauma (6%), and Depression & Mood Disorders (6%).

Marital _____ Refers to relational difficulties in dating and pre-marital relationships, marital conflicts, extra-marital affairs, and separation/divorce.

Anxiety _____ Refers to excessive worry about a situation, memory, or person, to the extent that it interferes with the daily functioning of the individual.

Trauma _____ Refers to emotional, psychological, and physical responses to deeply distressing events that overwhelm an individual's ability to cope, causing feelings of helplessness and anxiety.

Personal Development _____ Refers to the need to develop self-awareness, building emotional resilience, improving interpersonal skills, clarifying values, and making intentional changes to thoughts or behaviours. It supports growth beyond symptom relief, fostering a stronger sense of identity, purpose, and agency in navigating life's challenges.

Depression & Mood Disorders _____ Refers to presentations that exhibit deviation from normal mood changes. Includes Depressive disorder and bipolar disorders that have been formally diagnosed.

Of the year's 540 counselling cases, 436 (81%) were new clients—a significant proportion that reflected a continued and growing awareness of mental health issues and the importance of early intervention. This increase could be attributed not only to the national push for mental well-being through the Singapore government's Mental Health and Well-being Strategy released in 2023, but also to EMCC's efforts where our outreach was strengthened.

In the past year, we enhanced our social media presence through targeted awareness campaigns, improved our digital discoverability through SEO and advertising, and expanded partnerships with organisations such as FDAWU – Food, Drinks and Allied Workers Union to raise visibility among their members.

EMCC remained committed to aligning our services with key pillars of the national

strategy: increasing access to mental health services, enhancing public education and awareness, integrating support into community-based settings, and strengthening care for vulnerable populations. Trauma, in particular, has been gaining more attention as awareness grew, and more individuals sought support in this area. Our counsellors continued to pursue professional development in trauma-focused modalities such as Eye Movement Desensitisation and Reprocessing (EMDR) to better meet this demand.

Marital cases also continued to rise, becoming the most commonly presented issue (22%). In response, our counsellors—most of whom are trained in the Gottman Method for Couples Therapy—remained committed to furthering their expertise to provide effective, evidence-based support for couples.

Our Clients' Stories



Counselling has also helped me rethink my certainty that bad things always follow the good. For so long, I lived expecting the worst, not knowing how to enjoy life. Slowly, I've come to believe that maybe good things can happen to me without something terrible waiting around the corner. It has reduced a lot of my stress and fear.

- CL



Even with counselling, real life throws unexpected challenges that make you feel like you're back at zero. It's like running a long marathon, falling into a deep hole, and having to start running again. But with counselling, I'm not back in the pit; I'm still making progress, even if it's not where I want to be.

- Charlotte



The programme provided a much-needed safe space and a sounding board where I could share my thoughts and learn from others. It challenged my thought patterns and reminded me that success and achievement were possible even in the most difficult circumstances.

- Sarah



Counselling helped uncover blind spots I didn't even know I had, highlighting issues from my childhood that were shaping my present-day emotions and behaviours. I learned not to avoid negative experiences but to bounce back stronger. This has helped me handle significant decisions in life with more clarity and optimism.

- Anwar



With my counsellor's constant encouragement throughout this journey, I've gained the courage to live coherently, to behave as I feel, and I've never been happier.

- Alicia

“Are things alright at home?”



Despite being professional coaches themselves, LK and DY found their 30-year marriage tested after DY’s retirement. The shift in routine brought them closer physically—but emotionally, they drifted. Arguments became frequent, and emotional disconnection settled in. Though DY was initially hesitant, they eventually sought couples counselling at EMCC.

With the help of a structured, research-backed approach, they learned to communicate more openly and understand the emotional patterns underlying their conflicts. Today, their home is calmer. They’ve rebuilt trust, deepened their connection, and found new rhythms together—proof that even seasoned relationships can grow stronger with the right support.



Marriage Preparation Programme

Our Marriage Preparation Programme (MPP) has helped many couples take their first steps into marriage and starting a family.

It provided a platform for couples to get to know each other in a more intimate way in relation to practical issues such as sex, in-law relationships, and finances. It also helped them recognise and work towards resolving conflicts that were already present in their relationships through an experienced facilitator.

Couples We've Journeyed With

82

Number of Individual Sessions

249

Number of Group Sessions

8

Feedback:

“The sessions on communication and conflict resolution were especially valuable. They helped us become more aware of our current patterns, highlighted potential pitfalls, and gave us tools to handle disagreements more constructively. The space to reflect and share views on topics we hadn't previously discussed also deepened our understanding of each other.” - LJH

“Our facilitator was excellent — patient, attentive, and skilled at guiding us through challenging topics. She gave us the time and space to revisit issues and tailored each session to help us work through concerns effectively. Her support made a significant difference in our journey together.” - JT

“Every topic covered offered new insights. Even familiar areas became opportunities for us to be more conscious and intentional in our relationship. The programme helped me see my partner in a new light and strengthened our emotional connection.” - Gordon Yeo



Parenting Workshop

Led by EMCC counsellors, the six-part workshop series offered parents a safe and supportive space to explore the challenges of raising children today. Spanning topics from understanding child development to navigating behavioural challenges, each weekly session combined evidence-based strategies with open group discussions. Across the sessions, 24 participants attended and gained practical tools to build stronger, more connected relationships with their children through improved communication, emotional regulation, and deeper understanding.

Feedback:

“The course was focused and supported by scientific evidence, videos, and real-life examples. It helped me understand my child better and parent with more intention.”

“I would highly recommend this to all parents of teens. Immense thanks to the counsellors for teaching in a way that is calming, relatable, and practical — I now parent with less stress and more confidence”

Mediation

While EMCC has continued to strengthen our focus on counselling, we remain committed to providing mediation services to individuals and families in conflict. In the past year, we saw a notable increase in mediation work, with 13 cases and 31 sessions conducted—up from four cases and nine sessions the year before. This rise reflects a growing demand for alternative dispute resolution. As mediation remains a relevant and valuable resource in Singapore’s evolving conflict resolution landscape, we are dedicated to offering those in need a safe, neutral space to work towards clarity and resolution.

Number of Cases

13

Number of Sessions

31

“Do you feel supported at work?”



After a painful dismissal and months of joblessness, WT’s confidence was in tatters. Each day felt heavier than the last, and she found herself retreating from the world. It was during a career advisory session that someone recognised her distress and referred her to the EMCC-Barclays LifeSkills Programme—a complimentary initiative supporting unemployed individuals through mental health struggles.

Through counselling, WT began to process her emotional wounds, understand her anxiety, and slowly rebuild her self-esteem. With renewed clarity and tools to manage her mental well-being, she began facing interviews with more confidence—and eventually landed a new role. Her journey reminds us that healing, and a fresh start, is always possible.



Scan here for WT’s full story

EMCC-Barclays LifeSkills Programme

In 2024, as Singaporeans continued to face economic uncertainty and rising unemployment, EMCC remained committed to supporting those most vulnerable to its emotional and social impact. Building on the success of the inaugural EMCC-Barclays LifeSkills Programme in 2023, we extended our efforts this year to reach even more individuals. This comprehensive mental wellness programme was designed specifically for those navigating unemployment, addressing both practical job-seeking skills and the emotional toll of job loss.

	Counselling	Peer Support Groups	In total
Number of Clients	55	10	65
Number of Sessions	212	47	259



Through engaging peer support groups, one-to-one counselling sessions, skills training, and job coaching, we empowered 65 participants with the tools they needed to navigate the challenges and uncertainties during the period of unemployment.

To further support this community, we held a networking event in August 2024 at The Pod, National Library Singapore. The event welcomed 80 attendees and featured a keynote presentation and a panel discussion with experts from Generation Singapore, Workforce Singapore, e2i, and EMCC’s own counsellors.



Attendees explored job opportunities through dedicated booths, and gained valuable insights on managing mental health, building resilience, and preparing themselves for interviews and career transitions. The event reinforced the importance of holistic support in addressing unemployment—where emotional well-being and practical readiness go hand in hand.

Feedback:

“The programme gave me valuable insights into managing setbacks and adopting a healthier mindset toward challenges. I realised the importance of self-compassion and the need to acknowledge my efforts instead of fixating on “what ifs.” Additionally, I learned to approach rejections as opportunities for growth and to refine my strategies, which helped me stay motivated throughout the job search process. The experience taught me the significance of perseverance and adaptability, enabling me to better handle future challenges with a balanced and positive outlook.”

- Nadia



“It was wonderful to have a safe space and sounding board to share my thoughts and learn from other’s experiences during the EMCC-Barclays LifeSkills Programme. Some of the material we went through also challenged my thought patterns and reminded me that even under the most difficult circumstances, success and achievement can still come through. The sessions did bring me relief, and I am very grateful for the opportunity of having attended the sessions.”

- ST

“Through the programme, I realised that there are others who are in the exact same situation as me, struggling through the same difficulties and challenges. I just need to remind myself to take things one day at a time and to keep going despite the challenges. It’s okay for me to struggle and it’s okay for me to take a break because all of this is part of the human experience. Although I still find my challenges difficult, I am grateful for them because I feel myself being humbled and I judge people less based on my own preconceived judgements.”

- Sarah



Strengthening Mental Resilience of Job Seekers

Recognising the critical importance of supporting mental well-being in the workplace, EMCC continued to expand our efforts in 2024 to help individuals navigate job-related stress and build resilience. In collaboration with partners such as Workforce Singapore (WSG) and Generation Singapore (GenSG), we delivered talks on workplace mental health topics, including stress, burnout, and resilience, equipping job seekers and working professionals with strategies to manage challenges more effectively.

A key area of growth this year was in our Employee Assistance Programme (EAP), as more corporations acknowledged the need to prioritise mental health at work—an emphasis aligned with Singapore’s Mental Health and Well-being Strategy.

In response, EMCC partnered with various employers to offer counselling sessions and curated mental wellness talks for their staff. These sessions included emerging topics such as attachment styles, Artificial Intelligence (AI) in the workplace, and conflict management, aimed at fostering healthier interpersonal dynamics and improving overall workplace environments. Through these expanded initiatives, we remain committed to building emotionally resilient workplaces and supporting the mental well-being of employees at every level.





Corporate Talks

Corporate Partner	Talk Title	Attendees
Generation Singapore	Better Mental Health, Better Me!	42
Newcastle	Better Mental Health, Better Me!	20
Norgren	Better Mental Health, Better Me!	15
Surety	Hot Flashes to Harmony	40
PhillipCapital	Attached to You	53
AWWA	Conflict Management	32

Feedback:

“My understanding of negotiation has shifted from competitive to cooperative, I have gained insight on separating people from problems and focusing on interests.” - **Ngaopuni Shila**

“It was interesting to learn about my own attachment style. Plus, the presenters were funny and content was very relevant with real-life examples.” - **KS**

“What new therapeutic skills have you learnt?”



Clifton Tokoara had spent years helping clients work through trauma—but often found sessions stuck in cycles of painful re-telling with little progress. Frustrated and seeking a more hopeful approach, he enrolled in an EMCC trauma training programme conducted by Dr Robert Rhoton, CEO of Arizona Trauma Institute.

There, he encountered the Salutogenic framework, which shifted his focus from pathology to resilience. Instead of seeing clients as broken, he began identifying their “kernels of strength” and building from there. The training gave him practical tools—like strength-based interventions and integrated safety planning—that transformed his practice.

In one case involving domestic harm, Clifton used his newly learnt tools and perspectives to help ensure safety while also supporting emotional accountability and change for his client. Today, he returns to the counselling room with renewed clarity and hope, confident in his role of guiding clients towards healing and transformation.

“In my workplace, I can share these Salutogenic concepts to help clients see themselves—and each other—not as broken, but as resourceful agents of change.”

Training Programmes for Practitioners

EMCC is a training centre for social service professionals. We organise and develop training programmes based on world-class research and internationally certified training programmes for professionals.

Through our training programmes and courses, we seek to enhance the skills and professionalism of psychotherapy practitioners in Singapore and the region. Our senior counsellors also provide external clinical supervision services for counsellors as part of their development.

Number of Trainings

5

Number of Participants

165

Trainings

As The Gottman Institute's official partner in Singapore, EMCC has been organising Gottman Clinical Training since 2014. In 2024, we organised one run of Gottman Clinical Training Level 1 from 1-2 July 2024 and trained 53 practitioners in the Gottman Method Couples Therapy.

1. **Gottman Clinical Training – Level 1**

by Trish Purnell-Webb, Certified Gottman Therapist and Advanced Clinical Trainer

Feedback

“This programme helps equip me to better support couples in the conversations that they have in session and facilitate conversations that would enable them to relate to each other more positively.” - **Zunairah Binte Seron, Social Worker**

“The skills I’ve learnt can help when I work with the parents of my clients who are struggling with reconciling differences. And generally all the techniques can be applied to all my other clients, not just couples!” - **Dr Ho Kit Choy, Counsellor and Coach**



Following the successful launch of multiple new trauma trainings by Dr Robert Rhoton, CEO of Arizona Trauma Institute, in 2022 and 2023, he returned to Singapore in 2024 to conduct the Advanced Certified Clinical Trauma Specialist (ACCTS) training from 10-13 February 2024. This three-day advanced programme equipped 51 social service professionals and educators with specialised tools to support clients in healing from the complex impacts of trauma on their physical, mental, emotional, and relational well-being. Many participants found the training deeply enriching and have since joined Dr Rhoton's weekly mentoring sessions for continued learning and support.

2. Advanced Certified Clinical Trauma Specialist (ACCTS)

by Dr Robert Rhoton, CEO of Arizona Trauma Institute

Feedback

"I find this training useful because it gives you a broader perspective of how your work with the systemic approach should be. Then from the micro scale, it gives you an understanding of how you can better tune into your clients. It gives you a schematic overview of systemic work, and clinical work as well." - **Shasikaran, Counselling Centre Director**



"This trauma training has been very, very different from what we learnt conventionally. It's a very data-driven and research-backed training. It helps us rethink conventional ideas and challenge ways we are used to handling trauma. And I think that's very vital for us professionals to be able to constantly look for points of improvement and to always better ourselves for our clients." - **Goh Xue Rui, Intern Counsellor**



3. Individual Therapy for Couple Problems

by Trish Purnell-Webb, Certified Gottman Therapist and Advanced Clinical Trainer

This one-day workshop explored key evidence-based theories and models on intimate relationships, and methods to help an individual partner create positive change through psychoeducation, cognitive and emotional self-exploration, and behavioural interventions. This virtual live training was conducted by Trish Purnell-Webb with 21 participants in attendance.

Feedback:

“The training helped me understand the importance of setting clear boundaries with individual clients—focusing on therapeutic goals without unintentionally aligning in ways that could harm their relationships.” - Hoi Ting, Senior Counsellor

“An important concept learnt from this training was how to focus on providing more structure for clients to self-reflect and understand the impact they have on their relationships.” - Fiona O’Sullivan, Senior Counsellor

With consent from The Gottman Institute, The Gottman Approach was developed by EMCC to equip participating practitioners with the knowledge and skills for assessment and intervention in couple counselling.

4. MSF-SUSS CET336 Couple Counselling: The Gottman Approach

Feedback

“The trainer was animated and engaging; it was clear that she was well-versed and experienced in the use of the Gottman Approach. Delivered the material in a very clear and engaging manner.”

“The trainer was very enthusiastic and passionate about the Gottman method. She was also very approachable and willing to share her knowledge and experience, especially when providing guidance during role plays.”

“Do you know more about mental health now?”



Burnt out and overwhelmed, Fiona felt like she was treading water—stuck between stress at work and struggles at home. When she attended a complimentary EMCC mental health talk, she wasn’t expecting much—just hoping for some clarity. But what she found instead was a turning point: the talk introduced her to a peer support group at EMCC, and with a small spark of hope, she decided to join. Through the sessions, Fiona found comfort in connecting with others facing similar challenges. She picked up tools to manage anxiety, like grounding techniques and breathwork, and slowly began rebuilding the coping mechanisms she had lost.

That single talk became a turning point—leading her to counselling, new possibilities, and a hopeful next chapter. Fiona now juggles part-time work while studying digital design, making space for what refreshes her spirit: walks by the sea, time with family, and a future she’s learning to look forward to.



Scan here for Fiona’s full story

it's
not
you



Tarama



Ah Dee



Stressia

“It’s Not You” Digital Advocacy Campaign

Launched in 2024, “It’s Not You” is EMCC’s first digital advocacy campaign aimed at destigmatising conversations around mental health. At the heart of the campaign were three original characters—Ah Dee (Depression), Tarama (Trauma), and Stressia (Stress)—each representing EMCC’s top presenting counselling issues. Audiences were invited to connect with these characters through a light-hearted online quiz that offered personalised coping tips; the quiz drew over 600 responses and opened up deeper conversations around the challenges individuals face.

To bring these conversations into a physical space, we hosted “Pretty Mental”, a panel discussion held in September 2024 at Common Ground in Bedok. The event welcomed 60 attendees and featured a keynote address by our Guest-of-Honour, Dr Wan Rizal, Member of Parliament (MP), Jalan Besar GRC. Joining him on the panel were experts from the mental health field, including representatives from the community sector and EMCC’s own counsellor. The session sparked honest dialogue during the Q&A segment about the mental health landscape in Singapore and how society can collectively move toward empathy and understanding.



Panelists (left to right): Firdaus Sani (Moderator), Dr Jonathan Kuek (Mental Health Researcher), Dr Wan Rizal (Member of Parliament, Jalan Besar GRC), Shiao-Yin Kuik (Executive Director, Common Ground Civic Centre and Consultancy), Thomas Tsang (Counsellor, EMCC)

Public Outreach Talks on Mental Health

Number of Public Talks

8

Number of Attendees

159

In 2024, EMCC continued to raise awareness for mental health and provide support for individuals facing challenges, as well as those seeking to help their loved ones. To achieve this, we conducted complimentary talks on mental health, both in person and online, offering resources and support to the community. The sessions were designed for public education to promote mental well-being, and to create a supportive environment for open discussions about mental health issues. We conducted a total of eight talks to an audience of 159 people.



Public Talks

- Healing Emotional Triggers in Relationships
- Bouncing Back from Burnout
- Better Mental Health, Better You!
- One Step at a Time
- Breaking Barriers, Building Balance: Empowering Women to Thrive in Work and Life
- Mental Wellness in Career Transition

Feedback:



"I always thought imposter syndrome meant I wasn't good enough, but now I realise it's just part of the process. Knowing that helps me notice my inner critic and respond with more self-affirming thoughts."

- NSW

"Reframing self-doubt isn't easy, but this session gave me practical ways to challenge those thoughts and build confidence for my next career move."

- AC



"What the speaker shared brought back memories from nine months ago when I was retrenched and going through a period of intense self-doubt. If I had attended this talk earlier to reset my perspectives and priorities, I would not have wasted so much time feeling lost. I've learnt a lot today."

- Neo



"I feel like I have to juggle everything—work, family, expectations—but I realised a lot of my stress comes from old beliefs that aren't absolute truths. Balance doesn't mean doing everything perfectly, and saying 'no' isn't selfish. I can have it all, just not all at once."

- J Seah



Fundraising

Fundraising	Period	Funds Raised
Hope is at Hand	April to December 2024	\$45,210
Life Songs	August 2024 to March 2025	\$88,750



Hope is at Hand Campaign

From April to December 2024, we ran the Hope is at Hand digital fundraising campaign to support individuals, couples, and families in emotional distress. Proceeds went towards our Hope is at Hand Subsidy Fund, which enables those who may not otherwise afford it to access professional counselling. In FY2024, this fund subsidised sessions for 406 clients, offering them crucial support during challenging times.

Life Songs Fundraiser

From August 2024, EMCC ran the Life Songs book fundraiser—a unique initiative centred around a collection of 150 poems inspired by the Book of Psalms in the bible, written by our Board Chairman, Dr Kenny Tan. The poems reflect the range of emotions experienced in life—grief, sadness, joy, hope—and echo the heart of EMCC’s work in journeying with individuals through their seasons of struggle and healing.

We hope that those who perused the collection of poems found comfort and renewed hope, just as the donations raised—totalling \$88,750—will go towards gifting others with accessible counselling support and a reminder that they are not alone.



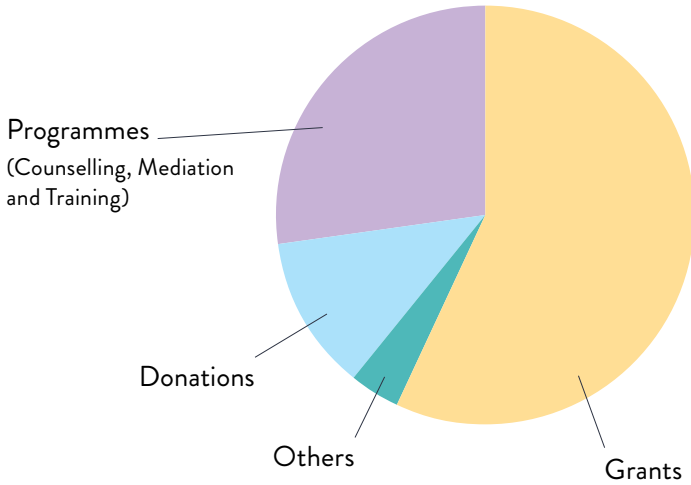
Dr Kenny Tan,
EMCC Board Chairman and
Author of Life Songs



Cheryl Teo,
Friend of EMCC

Overview of Income and Expenditure

Income



Total Income

\$1,717,761

Grants

57%

Programmes

(Counselling, Mediation and Training)

27%

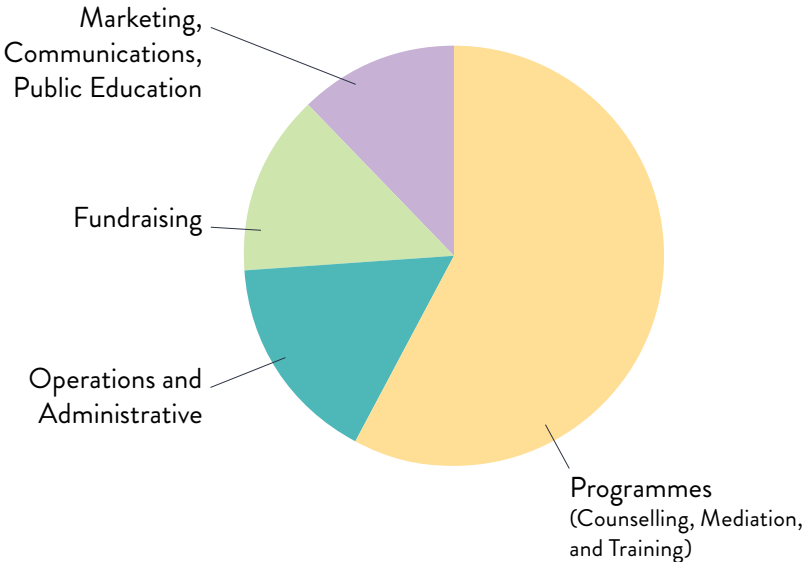
Donations

12%

Others

4%

Expenditure



Total Expenditure

\$2,040,782

Programmes
(Counselling, Mediation
and Training)

58%

Fundraising

14%

**Operations and
Administrative**

16%

**Marketing,
Communications,
Public Education**

12%

Disclosure of Required Information

1. Board of Directors Members Receiving Remuneration

- a. No Board Member was remunerated for his or her work contributed to the organisation in the past year, or any time in the past.
- b. There is no intention to engage any of our Board Members in any paid-for services.

3. Paid Staff Annual Remuneration

There were 15 employees at EMCC as at 31 March 2025.

- a. One staff received more than S\$100,000 in annual remuneration.
- b. There is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.

3. Attendance at Board of Directors Meetings

Name of Director	Date of Appointment	21 Feb 24	15 May 24	19 Jun 24	13 Nov 24	19 Feb 25	Attendance 5/5
Dr Kenny Tan	12 Feb 2019	1	1	1	1	1	5
Mr Melvin Tan	19 Aug 2020	0	1	1	0	1	3
Ms Cindy Koh	19 Aug 2020	1	1	1	1	1	5
Ms Fok Lai Chee	28 Jun 2023	1	1	1	0	1	4
Mr Benny Ong	12 Feb 2019	1	1	1	1	1	5
Ms Donna Cheng	19 Aug 2020	1	0	1	1	1	4
Mr Dan Ng *	6 Sep 2023	1	0	0	0	0	1

Note: *Mr Dan Ng resigned on 21 February 2024.

Heartfelt Appreciation to Donors

We would like to express our heartfelt appreciation to all our donors for your encouragement and generosity to EMCC in supporting our mission to bring hope and restoration to individuals and families through our counselling and mediation services.

Your donations made it possible for us to journey with our clients as they worked to mend their broken relationships, restore emotional and mental health, and rebuild their lives. We are affirmed by your gifts and will continue to do our best to serve the community.

How You Can Help


EMCC provides counselling sessions at subsidised rates to ensure that these services remain accessible to all who need them. Your donations will enable us to continue bringing hope to relationships and restoring lives through our services.

No donation is too small to make an impact.

Please visit www.emcc.org.sg/donate for more information.

Thank you for your generous support.

Connect With Us

 EMCC.There.Is.Hope

 @emccsg

 EMCC (Eagles Mediation and Counselling Centre)

www.emcc.org.sg

To receive programme updates and wellness resources from us, sign up as a Friend of EMCC here:



SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	No
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	No
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 1: The charity serves its mission and achieves its objectives.			
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes
Principle 3: The charity acts responsibly, fairly and with integrity.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
Principle 4: The charity is well-managed and plans for the future.			
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	No
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 1: The charity serves its mission and achieves its objectives.			
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	No
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	No

EAGLES MEDIATION & COUNSELLING CENTRE LTD

CONFLICT OF INTEREST POLICY

1. Purpose

This policy sets the guidelines for safeguarding the integrity, reputation, and interest of Eagles Mediation & Counselling Ltd (EMCCL). It applies to all staff and the Board of Directors of EMCCL and sets forth the necessity for disclosure of all apparent or possible conflicts of interest, external appointments, and secondary employment.

2. Rationale/Organisational Philosophy

This section refers to business transactions with related parties. There are two main areas of consideration to take note of:

- In any organisation, it is not always possible to avoid dealings with suppliers of goods and services who are friends or family of staff members or office bearers/board directors. The organisation capitalizes on such relationships to obtain the best financial deals and other arrangements.
- This also refers to the hiring of staff that is connected by way of family or friendship ties.

This policy does not bar us from such dealings. It only requires us to have *documented procedures* in place for handling these situations. In practice, our decisions are usually built upon "trust" in our relationships. The procedures simply add the element of *transparency* in these decisions, which serves to assure our donors (our relationship with donors is also built on trust).

To achieve this, EMCCL board directors and staff are required to have the organisational policy & procedure document for Conflicts of Interest completed (see attached form). Board directors and staff are also to declare any potential conflict of interest. This will need to be signed at the time of appointment, and again when any change arises, e.g. a new contract with a related party, or a new member of staff who is related to a board director.

Other than the above, any staff and board director is to exercise the usual commonsense in any situation, e.g. board director or staff member cannot be involved in the decision to offer a contract to a related party, and the basis for the final decision needs to be minuted.

3. Definitions

Conflict of interest refers to a situation in which private interests or personal considerations may affect the staff or board director's judgment in acting in the best interest of the organisation. It includes using his/her position, confidential information, corporate time, material, or facilities for private gain or advancement, or the expectation of private gain or

advancement. It also includes situations when an interest benefits any members of his/her family, friends, or business associates.

External Appointment refers to any board, committee, director, consultant, or academic appointments or the like from a third-party organisation, whether the staff or board director is being financially rewarded.

Third-party organisation refers to any type of business entity, regardless of its form (e.g. corporations, partnerships, sole proprietorships, trusts, and joint ventures, etc.) outside of EMCCL.

4. Policy

This policy applies to all staff and the Board of Directors of EMCCL.

All staff and board directors are required to support and advance the interests of the EMCCL and avoid placing themselves in situations where their personal interests' conflict or potentially conflict with the interests of the EMCCL.

All staff and board directors are expected to conduct themselves with personal integrity, ethics, honesty, and diligence in performing their duties.

- **Apparent or potential conflict of interest**

- Staff/board directors shall not make or participate in the making of a decision if there is any apparent or potential conflict of interest.
- Staff/board directors shall use the Declaration of Conflict-of-Interest form for the declaration of any real, apparent or potential conflict of interest. This declaration must be signed at the time of appointment and when any change arises.

- **External appointment**

- Staff external appointments are to be declared to the Board.
- Staff shall update the Board as and when there are changes to external appointment(s).

5. Illusions of Potential Conflict of Interest

- Contract with vendors
 - Where board directors, staff, or volunteers have a personal interest in business transactions or contracts that EMCCL may enter,

There should be a policy requiring a declaration of such interest as soon as possible followed by abstention from discussion and decision-making on the matter (including voting on the transaction or contract).

- All such discussion and evaluation by the Board or relevant approving authority in arriving at the final decision on the transaction/contract should always be well documented.
- Vested interest in other organisations that have dealings/relationships with EMCCL.
 - Where board directors, staff, or volunteers who have a vested interest in other organisations that have dealings/relationships with the charity, and when matters involving the interests of both the charity and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.
- Joint Ventures
 - The Board's approval should be sought before the charity enters any joint venture with external parties. Where board directors, staff or volunteers have interest in such ventures, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.
- Recruitment of staff with close relationship
 - Recruitment of staff with a close relationship (i.e. those who are more than just mere acquaintances) with current board directors, staff or volunteers should go through the established human resource procedures for recruitment. The board director, staff or volunteer should make a declaration of such relationships and should refrain from influencing decision on the recruitment.
- Remuneration
 - Board directors and volunteers should serve without remuneration for their voluntary service to the charity to maintain the integrity of serving for public trust and community good instead of personal gain. However, charities may reimburse board directors or volunteers for out-of-pocket expenses directly related to the service.
- Paid staff on Board of Directors
 - Paid staff, including the Executive Director and senior staff employed by the charity, should not serve as a board director as it can pose issues of conflict of interest and role conflicts and may raise doubts about the integrity of decisions made by the Board.

The Executive Director and senior staff can attend board meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the Board.

- Major donors/ representatives from major donor companies being on the charity's Board of Directors.
 - Potentially conflicting situations may arise where a major donor sits on the EMCCCL Board of Directors, such as the following:
 - Conflict of loyalty: The board director may not have the overall best interests of the charity due to their vested interests/priorities. This may influence decisions relating to the allocation of resources/setting the organisation's directions. (There may be programme areas a board director is vested in and is biased towards.)
 - Use of information to influence donor decisions: Information accessible to board directors may be used to influence donors' decisions on allocations or the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.
 - Pressure to release additional information to donors: The board director may expect additional information from staff on how donations were used and the details of users.
 - Personal benefit/ gain/ recognition: The board director may expect greater recognition for financial support given, than is usually done. Staff may feel beholden to this board director in case the donor relationship is threatened.
- Others
 - A board director's organisation receives grant funding from the organisation he/she is serving.
 - Prohibition of gifts, entertainment and other favors from any persons or entities which do or seek business with the organisation.

Dated 23 March 2022



*Bringing Hope
and Restoration*

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