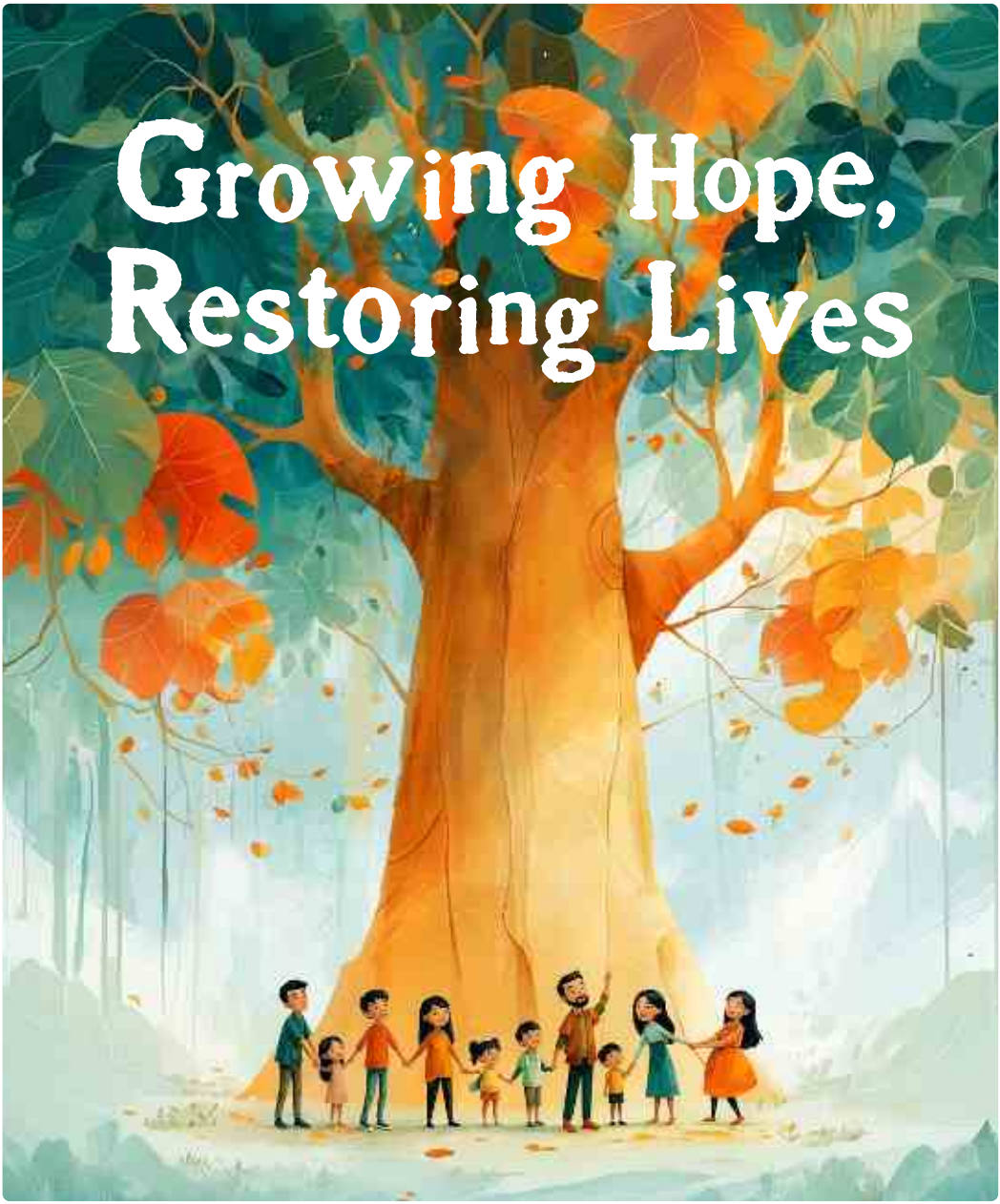
Growing Hope, Restoring Lives



ANNUAL
REPORT
FY2025

EMCC
Bringing Hope and Restoration

Contents

About EMCC 2

Board of Directors 5

Chairman's Message 6

Executive Director's Message 7

FY2025/26 At a Glance 8

Nurturing Resilience 10
Counselling & Emotional Support,
Supporting Accessible Care, Mediation Services

Fostering Relationships 15
The Relationship Garden

Empowering Communities 21
Peer Support, Conversations, It's Not You Campaign,
Workplace & Community Resilience, Professional Training

Sustaining Accessible Support 32
Fundraising

Financials and Governance 34

Disclosure of Required Information 36

Donors and Partners Appreciation 40

About EMCC

Corporate Information

- **UEN Number**
  201904577Z
- **Date of Incorporation**
  12 February 2019
- **Registered as a Charity**
  27 March 2020
- **Registered Address**
  180 Kitchener Road #B2-29A
  City Square Mall, Singapore 208539
- **Auditor**
  Baker Tilly TFW LLP
- **Company Secretary**
  Pauline Ang Hoon Yeong
- **Bankers**
  Bank of China
  DBS Bank
  RHB Singapore
- **Governing Instrument**
  Constitution
- **IPC Period**
  16 July 2026 to 16 January 2028

EMCC is incorporated as Eagles Mediation & Counselling Centre Ltd (UEN 201904577Z), a non-profit company limited by guarantee. It is also an approved Institution of Public Character (IPC)and can issue tax deductible receipts for qualifying donations to donors. EMCC has established guidelines on fundraising. These guidelines are based on the recommendations set out by the National Council of Social Service and the Charity Council.EMCC is also a full member of the National Council of Social Service.



Organisational Structure







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.

History

EMCC was founded in 1996 as a pioneer in family mediation, beginning as Eagles Mediation Services (EMS) under Eagles Communication. Renamed Eagles Mediation & Counselling Centre (EMCC) and incorporated as a separate entity in 1997, EMCC remains 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. In FY2025/26, EMCC marks 28 years of walking alongside individuals and families in Singapore.

Our Approach

At EMCC, we believe that support should not have to wait for crisis. Our work is grounded in the conviction that early, accessible, and community-based care gives individuals and families the best chance to navigate life's challenges before they escalate. This belief continues to shape how we design our services, from subsidised counselling to outreach in schools, workplaces, and public spaces, so that help remains within reach for those who need it, when they need it most.

Our Core Values

Empower

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

Mend

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

Care

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

Collaborate

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

Board of Directors



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



Dr Kenny Tan, JP PBM
Chairman, Board of Directors

Chairman's Message

FY2025/26 has been a year of deepening what we set out to build the year before. Having spent FY2024 re-examining our mission and vision, this past year was about living it out: reaching people earlier, in more places, and through more hands than our counselling rooms alone could ever hold.

Singapore's national conversation on mental health continues to evolve, and EMCC has sought to walk in step with it. We have seen, once again, more individuals and families come forward for support than ever before, a trend we read not as a sign that struggles are increasing, but that the courage to seek help is. Alongside this, we have deepened our collaborations with schools, corporate partners, government agencies, and fellow community organisations, recognising that no single agency can build a truly supportive ecosystem alone.

This year also saw EMCC extend its reach well beyond the counselling room, into peer support groups, public talks, school assemblies, community events, and even the arts, through our continued It's Not You campaign and our first theatre collaboration, Third Man Syndrome. Each of these efforts shares the same conviction: that early, accessible, and community-rooted care changes outcomes for individuals and families long before they reach crisis.

This same conviction guided our move to a new office at City Square Mall this year. Being situated within a heartland mall was a deliberate choice: we wanted EMCC to feel closer to the everyday lives of the community we serve, and easier to walk into for anyone who needs us.

None of this would be possible without the trust of our clients, the dedication of our staff and counsellors, the generosity of our donors, and the partnership of organisations who continue to open doors for us in the community. On behalf of the Board, thank you for journeying with us.

Onward with hope,

Dr Kenny Tan

Wounds don't have to be seen before they're healed.



Elaine Tan
Executive Director
Appointed 1 October 2023

Executive Director's Message

This belief sat at the centre of EMCC's work in FY2025/26. So much of what people carry, be it stress at work, tension at home, grief that hasn't found words yet, is invisible until it isn't. Our role has increasingly been to reach people before that tipping point, not only after it.

This past year, EMCC supported 1,053 clients through counselling and mediation, a substantial rise from 565 the year before. Of these, 690 clients, or 66%, benefited from subsidy support through our Hope is at Hand Subsidy Fund, ensuring that cost did not stand between someone and the help they needed. We were also encouraged to receive 149 referrals from partner organisations such as MSF, IMH, and various community support centres this year, a sign that we are increasingly seen as a trusted node within Singapore's wider mental health ecosystem.

We continued to build support that extends beyond the counselling room. Our peer support groups, including a new Men's Peer Support Group under the It's Not You campaign, created space for people to be heard by others who understood. Our public talks reached hundreds more attendees than the year before, and our school outreach brought conversations about mental well-being to hundreds of students. Through our first theatre collaboration, Third Man Syndrome, we brought conversations about grief and healing into a public stage, generating new counselling enquiries and funds for our subsidy programmes alike.

On the relationship front, we introduced The Relationship Garden, a new way of framing our suite of couple and family programmes as support that grows alongside a relationship's different seasons, from marriage preparation through to the transitions of later life. We also continued to invest in the next generation of practitioners, training 272 professionals across eight programmes this year, up from 165 across five the year before.

As we look ahead, EMCC remains committed to expanding access, deepening our partnerships, and strengthening the community networks that allow help to reach people earlier. To our staff, board, donors, and community, thank you for believing that healing does not need to wait to be seen. Together, we are building a Singapore where support is easier to find, long before crisis calls for it.

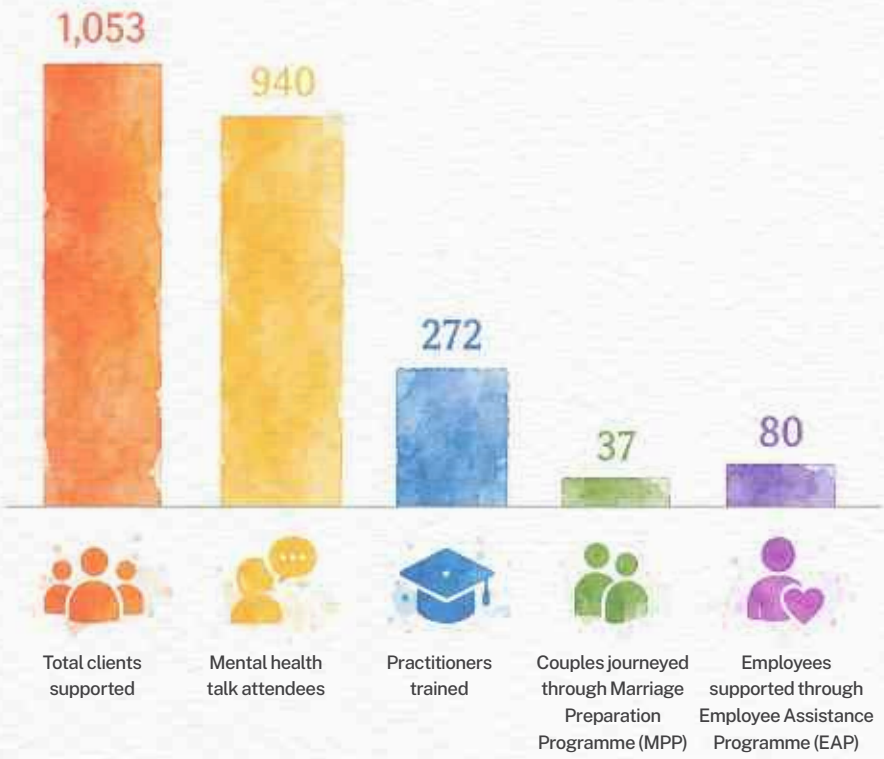
FY2025/26

At a Glance

An overview of EMCC's reach and impact across counselling, relationship support, training, and community outreach this financial year.

66%
% of clients subsidised

$170,585
Donations received



Our Mission, In Practice

Nurture mental resilience in individuals. Foster relational well-being in families. Empower all we serve to care for themselves and others.

This mission is not a statement we set aside once written. It is the framework we return to each year to ask what our work has actually built, and it shapes how this report is organised.

The following pages are structured around our three mission pillars, each showing how that piece of our mission took shape in FY2025/26.



Nurturing Resilience looks at our counselling, emotional support, and mediation work, the foundation of helping individuals build the inner steadiness to face life's challenges, and to reach out for support earlier rather than later.



Fostering Relationships turns to our work with couples and families, anchored this year by The Relationship Garden, our framework for walking alongside relationships through every season, from preparing for marriage to navigating its later transitions.



Empowering Communities looks outward, to the peer support groups, public talks, school outreach, workplace partnerships, and training programmes through which we equip individuals and communities to care for themselves and for one another, extending our impact well beyond our counselling rooms.

Together, these three sections are not separate initiatives but one continuous effort. What follows is an account of how that mission was lived out this year, in the numbers, the programmes, and above all, the people we had the privilege of journeying with.

Nurturing Resilience

This section focuses on EMCC's efforts to provide accessible and timely emotional support, helping individuals navigate challenges before they escalate into crisis.

"I Thought I Just Had to Persevere"

For three years, 28-year-old teacher Jun Wei carried the weight of work-related stress largely on his own. What began as internal pressure and self-doubt slowly began to show up in his body, leaving him anxious and unwell. Though he had considered counselling for two years, he kept telling himself his struggles were not serious enough to warrant help.

"Are my issues really serious enough? Am I just being too emotional? Am I blowing this out of proportion?"

It was only when his body could no longer be ignored that Jun Wei sought support at EMCC, with subsidised sessions easing the cost of starting therapy while he was between jobs. Through structured counselling and techniques, he began to understand the patterns behind his stress responses and to process memories that once triggered overwhelming anxiety.

Three months of counselling helped him do what three years of persevering alone could not. Today, Jun Wei feels steadier and more grounded. "I struggled alone for about three years. But just three months of counselling helped me to bounce back," he shares. "I truly hope that my painful three years can help and encourage someone else to seek help and healing sooner."



Counselling client: Jun Wei.

Scan QR for full story

Nurturing Resilience Through:

Counselling & Emotional Support

EMCC's counselling and emotional support work continued to grow significantly this year, both in the number of people we reached and in the range of spaces we showed up in.

Where We Showed Up



Workplaces



Online



Eldercare centres



Public forums



News channels



Art spaces



Schools

In FY2025/26, EMCC recorded 778 counselling cases, up 44% from 540 the year before, alongside 3,694 counselling sessions, a 60% increase from 2,303. Total counselling clients reached 1,053, an 86% rise from 565 in FY2024. Of these, 707 were new cases and 827 were new clients, continuing the strong upward trend in help-seeking behaviour that we began observing.

This growth reflects both the strengthening of EMCC's outreach efforts and continued destigmatisation around seeking help. We were also encouraged to receive 149 referrals from partner organisations this year, including from MSF, IMH, and community support centres, a sign of EMCC's deepening role within Singapore's broader mental health referral network.

Marital concerns remained the most common presenting issue, consistent with last year. Notably, Personal Development rose to become the second most common concern, with 81 cases, up from 44 (8% of cases) in FY2024. This shift suggests more individuals are approaching EMCC not only in response to crisis, but proactively, seeking to build self-awareness, resilience, and stronger coping skills, a trend closely aligned with our early intervention approach.


COUNSELLING CASES
778
FY2025/26
540
FY2024/25
↑ 44.1%
increase


COUNSELLING SESSIONS
3,694
FY2025/26
2,303
FY2024/25
↑ 60.4%
increase


COUNSELLING CLIENTS
1,053
FY2025/26
565
FY2024/25
↑ 86.4%
increase


NEW CASES
707
FY2025/26
436
FY2024/25
↑ 62.2%
increase

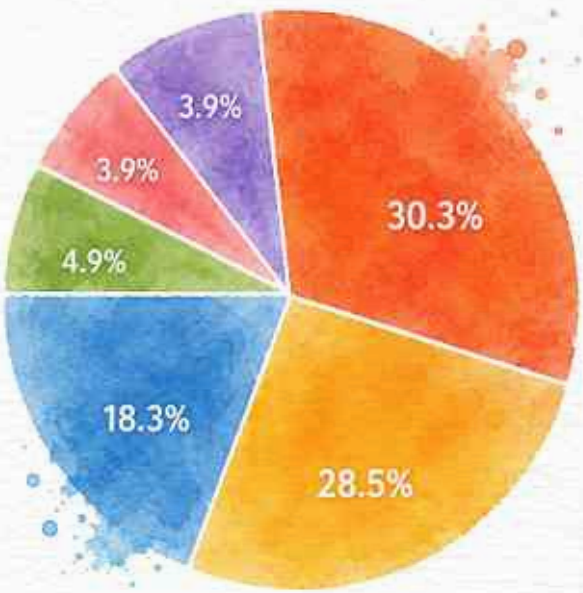

NEW CLIENTS
827
FY2025/26


SUBSIDISED CLIENTS
690 (65.5%)
FY2025/26


REFERRALS FROM
OTHER ORGANISATIONS
149
FY2025/26

Top Presenting Issues

FY2025/26 Cases



Marital (incl. premarital, dating)	86
Personal Development	81
Anxiety	52
Trauma	14
Loss and Grief	11
Depression	11

Nurturing Resilience Through:

Supporting Accessible Care

Mental health support is too often delayed by financial concerns, with individuals waiting until a crisis point before seeking help. EMCC's subsidy support seeks to close that gap, ensuring that cost does not remain as a barrier to receiving support.

In FY2025/26, EMCC extended subsidy support to 690 clients, up 70% from 406 the year before. This was made possible by $170,585 in donations channelled to our Hope is at Hand Subsidy Fund this financial year.



Nurturing Resilience Through:

Mediation Services

EMCC continued to offer mediation services to individuals and families navigating conflict, providing a safe, neutral space to work towards clarity and resolution as an alternative to more adversarial routes of dispute resolution.

The past year, EMCC supported 18 mediation clients across 10 cases and 32 sessions, reflecting consistent demand following growth in the previous year.

As one of the first and few centres in Singapore to integrate mediation and counselling, EMCC is committed to offering a holistic approach to conflict resolution, one that addresses not just the practical dimensions of disputes, but the emotional and relational needs of those involved.



Fostering Relationships

This section focuses on EMCC's efforts to support healthier and more resilient relationships across different life stages.

"A Budding and Growing Relationship"

Simon and Melissa met as classmates in Melbourne in 2018, and what began as friendship slowly became something more. But graduation brought distance — Simon back to Singapore, Melissa to Shanghai — and for over two years, they held their relationship together across time zones and borders.

Then in 2021, Melissa packed up her life and moved to Singapore. It was a leap of faith, and she knew it. A new country, no support network of her own, and a relationship ready to take its next step. It was in the middle of all this that the couple found themselves at EMCC's Marriage Preparation Programme, not just to prepare for a wedding, but to build something solid enough to stand on. For Melissa, who had never heard of marriage preparation before, it became an unexpected anchor during a season of change.

Five years later, they are still going strong, and still putting into practice what they learnt. Simon jokes that it still doesn't feel like five years; Melissa says she's still not sick of him. But behind the lightness is something real: two people who chose to understand each other, embrace their differences, and keep growing together.



Couple client: Simon and Melissa.

Scan QR for full story

Fostering Relationships Through:

The Relationship Garden

Relationships evolve through different seasons, and the support EMCC offers should evolve alongside them. This year, we introduced The Relationship Garden, a way of framing our full suite of couple and family programmes as a continuous journey rather than a series of standalone offerings, journeying with couples from their earliest days together through to the changes that come decades into a marriage.

Grounded in the Gottman Method and other evidence-based approaches, The Relationship Garden was introduced to meet evolving relationship needs in the community and to support couples well beyond the pre-marriage stage. It reflects our belief that just as a garden needs different care through different seasons, so do relationships.

Some of the programmes featured in The Relationship Garden below reflect what EMCC delivered this year. Others, further along the framework, are part of our planned suite of offerings and are included here so readers can see the full scope of what The Relationship Garden is designed to offer, even where we are still building towards full delivery.



First Seeds
Preparing for Marriage

EMCC's Marriage Preparation Programme (MPP) remains the starting point of The Relationship Garden, helping couples build a strong foundation before marriage. Our offerings in this stage include:

- Marriage Preparation Programme (MPP) – Individual and Group sessions
- PREPARE/ENRICH assessment
- Gottman-based approaches to communication and conflict
- Structured talks to build strong foundations before marriage

This year, EMCC journeyed with 37 couples through MPP.

"Before attending MPP I've always thought counselling sessions were expensive and not useful, however this programme truly changed my perspective in a very positive manner. It equipped us with many skillsets to better our communication. Our favourite skill learnt was the 'ıo step conflict resolution'😍"

- Ms N. Lee, MPP Participant

"The concepts and skills that I have learnt especially with conflict management and managing expectations are ones that surprised me the most. I will remember these as they are super useful"

– Ms Joy Lim, MPP Participant

"Beyond marriage preparation, MPP also taught practical relationship skills such as communication, conflict management, stress management, and understanding personality differences. Most importantly, having a counsellor guide and facilitate those conversations made difficult topics much easier to navigate together."

- Mr Simon Lam, MPP Participant



37 Couples journeyed with (MPP)



Deepening Roots
Couple Enrichment & Communication

Beyond preparing couples for marriage, The Relationship Garden also supports couples in enriching their relationships and communication as they grow together. The year's offerings included couple workshops and talks that helped participants unpack common misconceptions about marriage and build stronger communication habits.

- **Family Life Marriage Workshop,**
  in partnership with Zion Gospel Mission (ZGM)
  — *7 June 2025*
- **Wedding Wonderland,**
  in partnership with Hitcheed
  — *7–8 March 2026*







Family Life Marriage Workshop with Zion Gospel Mission.





Wedding Wonderland with Hitcheed.







Growing Together
Parenting & Family Support

As couples move into parenthood, The Relationship Garden continues to walk with them through this transition. EMCC's parenting workshops and family-focused talks support couples navigating the joys and challenges of raising children today.

- Parenting workshops: **The Art and Science of Connected Parenting**
- Family-related public talks, including the complimentary talks from our **'Heart to Heart'** online talk series

This continues the work begun with our six-part parenting workshop series in FY2024, which supported 24 participants.



'Conflict Management in the Modern Small Family' online talk delivered by EMCC counsellor

Seasons of Change
Relationship Counselling & Transitions

Relationships continue to need support well beyond the early years. This stage of The Relationship Garden reflects EMCC's counselling support for couples navigating marital strain, empty-nest transitions, and other life-stage changes.

This year, 27 couples in the counselling caseload were in the 50-and-above age demographic, making up 16.88% of couples supported. Marital issues remained a leading presenting concern across our counselling caseload, accounting for 86 cases.

27 couples (16.88%)

Couples aged 50 and above

86 cases (11.05%)

Cases with marital issues as presenting concern

Closing Story
A Relationship Mended

As professional coaches and adult educators, *LK and DY knew better than most how to guide people through difficulty. But when DY stepped back from work and the two suddenly found themselves sharing the same space, day after day, something unexpected happened. The closeness they had looked forward to became a source of tension. Small disagreements escalated and joy felt harder to reach. And DY, the man who had always believed they could handle things on their own, began asking himself a question he hadn't expected: Is this what the rest of my life will look like?

It took over a year, and the quiet persistence of LK, who had long known that asking for help was not a sign of failure, before they walked through EMCC's doors together. DY came in as a self-described logical person, sceptical but willing, drawn in by EMCC's structured, research-backed approach. What he found was something more than strategy. Their counsellor created a space where both of them could speak freely, where what was said and what went unsaid could both be heard. And slowly, the arguments that had felt endless began to loosen their grip.

Today, LK and DY's home is a quieter, warmer place. DY is more present, while LK is more patient. They take short trips together now, small gestures that have quietly rebuilt what the conflict had worn away. As DY puts it with characteristic wit, the price of counselling is worth far more than any expensive Valentine's Day gift. More than anything, their story is a reminder that even the most seasoned relationships can find new ground, and that choosing to grow together is always worth the effort.

** Clients' initials have been changed to protect their identity.*





Couple client: LK and DY.

Scan QR for full story

Empowering Communities

This section focuses on EMCC's efforts to extend mental health support beyond counselling rooms into workplaces, schools, communities, and public spaces to empower communities with the knowledge and skills to not only better their own mental health, but to support their loved ones on their journey too.

"A Story of Community"

As a social service professional and Master's student in counselling, Nuriah spends much of her time thinking about mental health. Yet even within the helping profession, she sees how difficult it can be for people to talk openly about their struggles. Stigma still lingers, and conversations about mental well-being are often kept behind closed doors. That is why she found herself drawn to EMCC long before she ever became a client.

It started, as she puts it, with "all these colourful things" appearing on her social media feed. Through EMCC's It's Not You campaign, Nuriah began engaging with posts that spoke openly about depression, trauma, anxiety, and emotional well-being. Curious, she followed along, attended events, and slowly got to know the organisation behind the campaign. What stood out to her was EMCC's willingness to speak up about mental health in ways that felt approachable and human. In a landscape where such conversations are still not always easy, she saw an organisation actively creating space for them.

When Nuriah eventually sought counselling for her own self-development, EMCC felt like a natural choice. One phrase she had once heard stayed with her: "We are so busy surviving that we forget about living." Counselling gave her a space to pause, reflect, and reconnect with herself beyond the demands of work and study. Looking back, her journey is a reminder that community outreach is not simply about raising awareness. Sometimes, it is the first step that helps someone recognise they deserve support too.



Counselling client: Nuriah.

Empowering Communities Through:

Peer Support

EMCC's peer support groups create safe, supportive spaces where individuals can connect with others facing similar life experiences and emotional challenges. We see peer support as a form of early intervention and community-based care that reduces stigma and isolation, and encourages help-seeking through shared experience.

Men's Peer Support Group — "Can I Ever Be Authentic?"

Introduced under the It's Not You campaign, this group ran from September to December 2025 and welcomed 11 participants.

Youth Peer Support Group — "Who Is The Real You?"

This group met and shared in June 2025, with eight participants.

"Caregiver Support Group" with staff from St Luke's Eldercare (SLEC) Senior Care Centres

This group met and shared from May to August 2025, with 27 participants





Men's Peer Support Group
September to December 2025





Youth Peer Support Group
— "Who Is The Real You?" June 2025

3 Number of peer support groups conducted

46 Total participants

Peer Support Group	Dates	Participants
Men's Peer Support Group — "Can I Ever Be Authentic?"	September - December 2025	11
Youth Peer Support Group — "Who Is The Real You?"	16 & 23 June 2025	8
Caregiver Support Group (SLEC)	May - August 2025	27

"Through the sessions, I learnt that sharing isn't just about feeling pity, it's about feeling the emotions of the other person. Most importantly, I've learnt how to better listen to others and myself."

– Ms Shaistha, Youth Peer Support Group Participant

"Such groups are greatly needed in Singapore. For guys, it's okay not to be okay, and it's okay to ask for help. Even men need compassion and companions to journey with together."

– Mr Zeb, Men's Peer Support Group Participant



Empowering Communities Through:

Conversations

This year, EMCC brought mental health conversations into public spaces through complimentary talks, held both in person and online, reaching hundreds more attendees than the year before, suggesting stronger public interest and improved outreach for these sessions.

7 Number of public talks conducted

590 Total attendees

Talk Title	Date	Attendees
Bouncing Back from Burnout — Recover, Rebuild, and Thrive Again	10 June 2025	105
Hidden Causes of Anxiety and Depression — And How to Overcome Them	9 July 2025	130
Understanding Grief — Navigating Loss and Finding Healing	26 July 2025	65
The Hidden Causes of Anxiety and Depression — And How to Overcome Them	29 October 2025	89
Bouncing Back from Burnout — Recover, Rebuild, and Thrive Again	11 November 2025	59
The Psychology of Scams — Understanding Scams Without Losing Our Humanity	9 December 2025	27
Conflict Resolution in the Modern Small Family	25 March 2026	115



Biggest Takeaways from Attendees

"Learning that there are different breathing techniques to address the different flight, fight and freeze responses."

-Ms Joanna



"Understanding burnout and the root causes of why we respond to certain triggers in certain ways."

-Ms Eileen Low

"There's really no right way or timeline to grieve, and healing involves moving forward while carrying the loss."

-Ms Suzanne Ang

School Outreach Talks

As part of the It's Not You campaign, EMCC brought the “It's Not You” talk to schools in October 2025, reaching some 350 students. These sessions opened up conversations about mental well-being and early intervention with a younger audience, planting seeds of awareness before challenges take root.





School assembly talk at Hua Yi Secondary School.

Media Features & Public Education

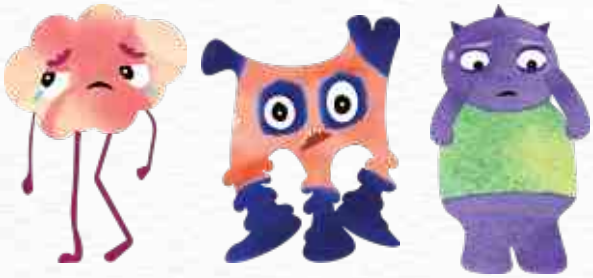
EMCC's counsellors were also featured across national media this year, extending mental health conversations to a wider public audience:

- **“Here's how couples can keep romance alive amid humdrum day-to-day life”**
  — 13 November 2025
- **“It was a great breakfast, nothing was amiss': S'porean man on the day he lost son, 23, to suicide, now helps counsel others”**
  — 10 October 2025
- **“Offering a shoulder to cry on is part of friendship. But know where to draw the line.”**
  — 7 October 2025
- **“When the lines between friend and colleague get fuzzy, here's how to keep things sweet”**
  — 16 April 2025
- **“Good neighbours: A friendly wave each morning makes for a better day”**
  — 11 April 2025

Empowering Communities Through:

Continuing the Conversation

Since its launch in 2024, EMCC's flagship campaign, It's Not You, has grown from a digital advocacy campaign into an ongoing, multi-format effort to lower stigma and encourage honest conversations around mental well-being, now reaching audiences through peer support, theatre, schools, and community events.





Third Man Syndrome

EMCC partnered with Gateway Arts on Third Man Syndrome, a theatre production exploring grief, healing, and emotional struggles hidden under the surface. Post-show panels featuring practitioners from EMCC and the Samaritans of Singapore (SOS) launched honest conversation with the audience, while complimentary counselling sessions and peer support were offered to attendees who needed further support.

On the production's opening night, EMCC also held a fundraiser, EMCC Fundraising Night, with proceeds supporting EMCC's Hope is at Hand Subsidy Fund. Donations raised were also matched by the Enhanced Fund-Raising (EFR) Programme, doubling the impact.





Metric	Figure
Audience attendance	1,000+
New counselling enquiries received	33
Men's peer support group attendees (from this event)	8
Funds raised	$38,945*

*Overall donations matched by EFR: 37,945.00

"Years ago, a coworker of mine died by suicide. In the days before it happened, he had tried to reach out to talk, to meet up. Regrettably, we were all busy and no one managed to meet him. I've carried that with me ever since. Watching this play brought it all back, but in a way that finally gave me space to talk about it. It's so much easier to open up when there's a story in front of you. I wish we'd had something like this back then."

Mr A Tan, Third Man Syndrome Attendee









School Outreach and Youth Engagement

Building on the school talks covered under Conversations, It's Not You continued to bring conversations about anxiety, depression, and trauma into schools this year, encouraging earlier, more open conversations among youth about their mental well-being.

Under One Atap: The Mind

On 30 November 2025, EMCC participated as the Mental Health Partner at Under One Atap: The Mind, an event that brought together some 150 professionals, advocates, artists, and community members for an afternoon centred on mental health awareness.

The event was built around the idea that art can open conversations that would otherwise be difficult to start. Across the afternoon, attendees engaged with a curated series of exhibitions exploring mental health themes through visual art, illustration, craft, video, and scent, offering accessible, relatable entry points into topics that many find hard to approach directly. Two panel discussions followed, before the afternoon closed with facilitated community conversations where attendees shared and reflected in smaller groups.

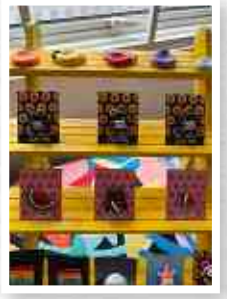
By anchoring mental health discussions in creative expression, the event created an approachable environment for honest dialogue, one that complemented EMCC's broader commitment to reaching people before challenges escalate.



A professional panel on supporting youth mental health featured EMCC Associate Counsellor Casey Yong alongside fellow practitioners.



An artist panel featured local creatives including singer-songwriter and EMCC mental health ambassador, Lullaboy, on how art can express and process emotional experiences.





Exhibitions explored mental health themes through visual art, illustration, craft, video, and scent.



The afternoon closed with Community Conversations over food and reflection, where attendees shared openly in smaller groups.

Empowering Communities Through:

Strengthening Workplace & Community Resilience

EMCC continued to work closely with corporate and community partners this year, extending support into workplaces and reinforcing our role as a trusted partner in Singapore's mental health ecosystem.

80 Employees supported

Employee Assistance Programme (EAP) Partnerships

- St. Luke's ElderCare
- Epworth Community Services
- HCSA Community Services

Retrenchment Counselling Support

EMCC continued its ongoing collaboration with NTUC FDAWU (Food, Drinks and Allied Workers Union), supporting 25 employees affected by retrenchment in March 2026.



Empowering Communities Through:

Professional Training

On top of offering counselling and mediation services, EMCC is also a training centre for helping professionals. We organise and develop programmes grounded in world-class research and internationally certified frameworks, designed to enhance the skills and professionalism of psychotherapy practitioners across Singapore and the region.

This year, EMCC conducted eight training programmes, reaching 272 practitioners, up from five programmes and 165 practitioners in FY2024.

8 Trainings conducted

272 Practitioners trained





Trainings for Couples Work

1. Gottman Clinical Training — Levels 1 to 3

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

As The Gottman Institute's official partner in Singapore since 2014, EMCC ran three levels of Gottman Clinical Training this year. Level 1 was conducted online across two runs (21–22 May 2025 and 5–6 March 2026), Level 2 online from 1–3 July 2025, and Level 3 in person from 22–24 July 2025. Attendance across the runs totalled 40, 39, 18, and 35 participants respectively.

"I have gained insights into concepts and tools utilised in the Gottman method to work with couples to promote greater understanding and positive communication within their marital relationships. I especially appreciated the trainer's willingness to set aside time to seek questions and provide clarifications regarding some of the concepts shared."

— Mr Lim, Social Worker, Gottman Level 1 Attendee

"Despite being an online training, it was interactive and I especially enjoyed the role play sections. I learnt a lot from these 3 days."

— Ms Sukalyani Swain, Counsellor, Gottman Level 2 Attendee

"The role play demonstration by the trainer and small group practices were very helpful. The training was so practical and I gained concrete knowledge to be applied into my practice."

— Ms Chiam Ling Ling, Counsellor, Gottman Level 3 Attendee

"The trainer's demonstration of the various intervention methods was excellent. Her teachings were clear and easy to understand. Her knowledge and experiences with the Gottman approach were amazing."

— Mr Joshua Koh, Counsellor, Gottman Level 3 Attendee



2. Individual Therapy for Couple Problems

by Trish Purnell-Webb, Certified Gottman Therapist and Advanced Clinical Trainer. Conducted online on 1 August 2025, with 39 participants.

3. Let's Talk Infidelity

by Trish Purnell-Webb, Certified Gottman Therapist and Advanced Clinical Trainer. Conducted online from 3–4 April 2025, with 28 participants.

Trainings for Trauma Work



Following the successful launch of multiple new trauma trainings by Dr Robert Rhoton, CEO of Arizona Trauma Institute, in prior years, he returned to Singapore in FY2025/26 to conduct two further advanced programmes with EMCC.

4a. Certified Clinical Trauma Specialist for Individuals (CCTS-I)

by Dr Robert Rhoton, CEO of Arizona Trauma Institute. Held at YMCA from 17–19 September 2025, with 48 participants.



"The speaker was able to articulate the principles to enable me to understand the notes and concepts shared. It is very enriching to approach mental health from a lens of compassion and building asset, potentials and capacity."

– Ms Chiam Ling Ling, Counsellor

"The content is not something that can be easily Googled. There was depth in the training content and strong science backing up the claims made."

– Mr Chan Luo Ming, Psychologist

4b. Asset-Based Healing for Dissociation

by Dr Robert Rhoton, CEO of Arizona Trauma Institute. Held at YMCA from 22–24 September 2025, with 25 participants.



"I will be applying what I've learnt in my workplace in school-based counselling sessions with my trauma clients. Also, the knowledge gained can be used to psycho-educate the staff at my workplace and stakeholders I am working with."

– Mr Lewis Lam, School Counsellor

"I look forward to applying what I've learnt about dissociation to enhance work competency and increase empathy towards my dissociative clients."

– Mr Tsang Ming Hwa, Counsellor

Sustaining Accessible Support

Fundraising & Community Support

Hope is at Hand Subsidy Fund

Donations channelled to the Hope is at Hand Subsidy Fund this financial year totalled $170,585, supporting our clients through subsidised counselling.



Enhanced Fund-Raising Programme (EFR) Dollar Matching

Donations raised through our fundraising efforts were matched dollar-for-dollar under the EFR Programme, effectively doubling the impact of every gift given.



Third Man Syndrome Fundraising Event

EMCC's theatre collaboration with Gateway Arts, Third Man Syndrome, raised $38,945, extending the campaign's reach as both an advocacy and fundraising milestone under the It's Not You campaign.

Accessibility Through Donor Support

Every gift to EMCC translates into accessible counselling for individuals and families who might not otherwise be able to afford it. This year, donor support helped make subsidised care possible for 690, or 66%, of all clients



$170,585 Total donations received

690 (66%) Clients supported through subsidies



Fundraising & Branding Initiatives

Looking ahead, EMCC will continue to strengthen our fundraising efforts through a combination of community events, digital campaigns and partnerships, with funds raised supporting accessible counselling through our Hope is at Hand Subsidy Fund.

The Parting Glass Fundraising Show

Following the meaningful impact of Third Man Syndrome show in FY2025/26, EMCC will once again partner with Gateway Arts to present a special fundraising performance of The Parting Glass in September 2026. Through theatre and post-show conversations, the production will create opportunities to engage audiences in important conversations around mental health, while raising funds to support subsidised counselling through our Hope is at Hand Subsidy Fund.

The fundraising show will be held at The Blackbird Singapore, with opportunities for guests to experience the production, participate in guided reflection, and continue conversations around mental wellness with EMCC counsellors.

Digital Fundraising & Community Giving

Alongside our fundraising show, EMCC will continue to grow our digital fundraising efforts under our Hope is at Hand campaign from April 2026 to March 2027. Through digital appeals, community outreach and campaign-led fundraising activities, we hope to engage a wider community of supporters and encourage giving towards accessible counselling.

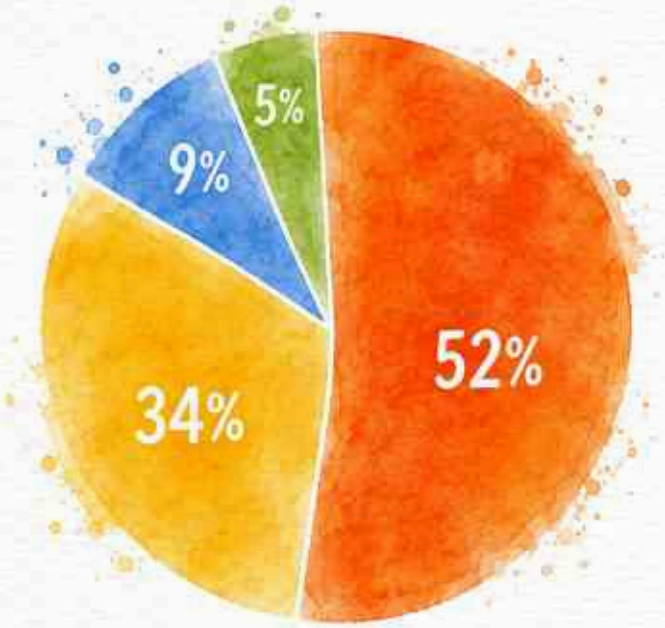
Together, these initiatives will help strengthen the sustainability of our subsidy fund, enabling more individuals and families to access timely professional support when they need it.



Financials & Governance

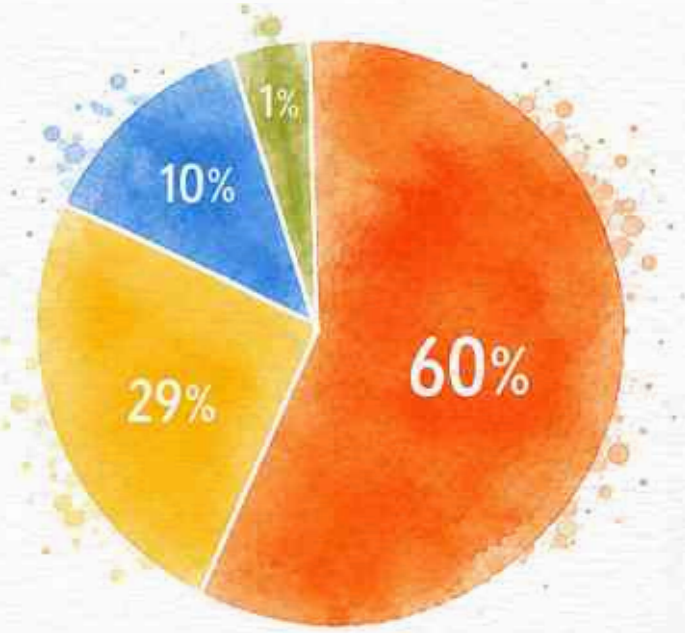
Overview of Income and Expenditure

Total Income: $1,843,647



Grants	52%
Programmes (Counselling, Mediation and Training)	34%
Donations	9%
Others	5%

Total Expenditure: $1,964,882



Programmes (Counselling, Mediation and Training)	60%
Operations and Administration	29%
Marketing, Communications, Public Education	10%
Fundraising	1%

Disclosure of Required Information

1. Board of Directors Members Receiving Remuneration

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

2. Paid Staff Annual Remuneration

- There were 14 employees at EMCC as at 31 March 2026.
- One staff received more than S$100,000 in annual remuneration.
- 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	Appointment	Appointment Date	Attendance	Qualifications and Experience
Dr Kenny Tan	Chairman	12 Feb 2019	5/5	• CEO of St Luke's ElderCare Ltd. (SLEC) • Adjunct lecturer for the Master of Science in Applied Gerontology programme at the Lee Kong Chian School of Medicine, Nanyang Technological University • Associate Professor in the Health and Social Sciences Cluster at the Singapore Institute of Technology • Member of the Association of Christian Counsellors (Singapore)
Mr Melvin Tan	Vice-Chairman	19 Aug 2020	5/5	• Chief Communications Officer at KK Women's and Children's Hospital • Chief Communications Officer (Capability & Professional Development) at SingHealth • Director, Group Development at SingHealth • School Advisory Committee Member in the School of Humanities & Social Sciences at Temasek Polytechnic • Council Member of Club Rainbow Singapore

Name of Director	Appointment	Appointment Date	Attendance	Qualifications and Experience
Ms Cindy Koh	Treasurer	19 Aug 2020	4/5	• Owner of HeartSync Singapore. • Business owner of The Write Stuff Pte Ltd. • Associate of Living Streams Therapy, Training and Consultancy LLP
Ms Jenny Bong	Secretary	28 Jun 2023	4/5	• Member of the Continuing Professional Education Committee in the Department of Social Work at the National University of Singapore • Member of the SingHealth Community Hospitals Medifund Committee • Member of the Dover Park Hospice Medifund Committee.
Mr Benny Ong	Assistant Treasurer	12 Feb 2019	4/5	• Founder of Life Planning Associates Pte Ltd.
Ms Donna Cheng	Member	19 Aug 2020	4/5	• Senior Director of Strategic Communications at The Majurity Trust

4. Corporate Governance

At Eagles Mediation & Counselling Centre, we believe in transparency and accountability to our valued stakeholders. This section outlines the fundamental policies that govern our operations and guide our commitment to making a positive impact on the communities we serve. By adhering to these policies, we aim to assure our stakeholders that their trust in us is well-placed, and we remain steadfast in our mission to bringing hope and restoration.

5. Conflict of Interest Policy

All Board members and staff are required to comply with EMCC's conflict of interest policy. EMCC has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interest on a regular and need-to basis. Board members will also abstain and do not participate in decision-making on matters where they have a conflict of interest.

6. Reserve and Restricted Funds Policy

The policy defines reserves as the part of the income funds that is freely available for the operating purposes of Eagles Mediation and Counselling Centre Ltd, not subject to commitments and spending limits. It does not include restricted funds.

Since the reserve provides financial stability and the means for the development of our principal activity. The reserve level should not be permitted to drop below 25% (equivalent to 3-month) of annual operating expenditure (unrestricted). If this threshold is or needs to be crossed in projecting anticipated annual results or in the budget process, the Board and management will take corrective actions as directed.

	Current Year (as at 31 March 2026) $'000	**Previous Year** (as at 31 March 2025) $'000
Unrestricted General Fund	2,050	2,333
Restricted Funds	612	453
Total Funds	2,662	2,786
Annual Operating Expenditure	1,915	2,053
No. of Years Reserves Coverage of	1.04	1.14

7. Loans Policy

EMCC does not grant loans to the MC, employees, related parties or external parties.

8. Anti-Money Laundering Policy*

EMCC has an Anti-Money Laundering and Countering Financing of Terrorism Policy in place, with proper guidelines and procedures established to detect, prevent, identify and escalate potential money laundering and/or terrorism financing activities related to the organisation.

**Policy updated on 16 June 2026*

9. Code of Conduct

EMCC has set out a Code of Conduct for the Board and employees.

10. Managing Risks

The Board has established procedures and systems to identify, monitor, review and manage any major risks that EMCC may be exposed to.

11. Whistleblowing Policy

EMCC is committed to the highest standard of ethical behaviour and sound corporate governance. The whistleblowing policy is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within EMCC.

12. Communications Policy

EMCC has a communications policy that establishes procedures related to the release of information to stakeholders, media and the public.

13. Personal Data Protection Act (PDPA) Policy

The EMCC data protection policy provides information about how EMCC collects, uses, and discloses personal data about individuals while recognizing both individuals' right to protect personal data and our need to collect, use, or disclose it for purposes that we believe are reasonable and appropriate in the circumstances of our work.

Annual General Meeting

The Annual General Meeting is held in August each year and within six months after the end of the financial year, which ends on 31 March. All necessary documents such as Annual Returns and audited financial statements are filed with ACRA and the Commissioner of Charities as well as disclosed on the Charity Portal within six months of the financial year end.

Donor & Partner Appreciation

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

Many of our supporters have journeyed with us for over a decade. Your continued belief in our work, year after year, is a large part of what allows us to keep our services accessible to those who need them most.

We are especially grateful to the foundations whose support this year went directly towards our Hope is at Hand Subsidy Fund, helping more individuals and families access the care they need, regardless of their financial circumstances.

Foundations

- Lee Foundation
- The Community Foundation of Singapore
- Kwan Im Thong Hood Cho Temple
- The Ngee Ann Kongsi
- Singapore Teochew Foundation

Thank you for your generous support.
No donation is too small to make an impact.

"The conversations we begin today may become the healing someone needed tomorrow."

**Eagles Mediation &
Counselling Centre Ltd**

City Square Mall
180 Kitchener Road B2-29A
Singapore 208539

E: reachus@emcc.org.sg
T: 6788 8220

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only.
Submission of GEC is done via the Charity Portal.
Intructions: Please select your reponse for each item. Input the explanation if the section is "No" or "Partial Compliance".

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.	Score
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
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
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		2
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	Yes		2
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		2
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		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or desig nated 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	Yes	The Board establishes the following governance frameworks that strengthen board-management alignment and enable Board to advance organisation mission through: 1) Mission, purpose and strategic direction 2) Policy approval and compliance oversight 3) Accountability and organisational stewardship 4) Performance measurement and impact evaluation 5) Risk Management	2
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		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
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		2
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		2
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		2
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		2
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	Yes		2
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	Yes		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2
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	Yes		2
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		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
				Total Score	76
				Percentage **= (Total Score/Full Marks of 76) x 100%**	100%