



ANNUAL REPORT

FY2019/20



100 Jalan Mashhor
Singapore 299177
www.equal.org.sg

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ABOUT US

EQUAL is an award-winning charity and Institution of Public Character that uses animal-assisted intervention to develop emotional and mental well-being in youth, people with special needs, families and the elderly.

VISION

We aspire to become an internationally-recognized institution building a resilient and inclusive society.

MISSION

Empowerment of vulnerable persons in partnership with therapy horses.

ORGANISATION INFO

UEN Number: 201536378N

External Auditor: RSM Chio Lim LLP

Internal Auditor: Lo Hock Ling & Co

Banker: DBS Bank

Corporate Secretary: Alpine Corporate Services

Number of staff: 27 (As of 30 June 2020)

Number of volunteers: 105



CHAIRMAN'S MESSAGE



MR LAI HUEN POH
CHAIRMAN

In 2020, EQUAL turned 5. It is a milestone, for ours was an impossible story.

We set out with a dream – to do animal therapy in one of the smallest cities on earth. Against the odds, we managed to not only survive, but thrive.

From our humble birth as a community engagement programme in 2011, we were established as a Charity and Institution of Public Character in 2015. We went from serving a handful of beneficiaries to 1,500 beneficiaries today, and from 1 location to 6.

From at-risk youth and people with special needs, we expanded our reach to serve families in need and elderly with dementia and depression. From therapy horses, we now also partner therapy cats and - in 2021 - therapy dogs.

As we diversify, we remain firmly within our area of specialty – animal therapy.

My heartfelt gratitude goes out to our donors, volunteers, staff, Board Committee Members and Board Directors – past and present – who made this possible.

I joined EQUAL as Chairman in Dec 2019, and am thankful for the foundation they laid. It is a foundation comprising vital systems and processes on governance, HR, operations, fund-raising, and many other aspects that now anchors us and allows us to reach further.

Going forward, the Board and team will continue to build on this. We will do so by continuing to invest in our people, strengthening an evidence-based approach to our work, and nurturing long-term relationships with like-minded partners in the community.

We will continue to strengthen our governance, which is important as we grow. We are mid-way through a 2-year internal audit exercise and identified places where we can further strengthen our processes in HR administration, finance, and others.

We have also developed a comprehensive Enterprise Risk Management (ERM) system that spans the strategic and operational. Although EQUAL is currently still a small organisation, the ERM allows us to plan ahead of the curve, and ensures we grow in the right way.

Externally, we will strengthen EQUAL's long-term financial sustainability by diversifying our donor base.

From horse-lovers, we are now inviting cat and dog-lovers into the EQUAL community. From donors who have a heart for at-risk youth and people with special needs, we are now also reaching out to donors drawn to helping families in need and elderly with dementia.

Everyone can find a cause they resonate with at EQUAL.

EQUAL's 5th year was a dark year – the year of Covid-19. But the years of building our foundation allowed us to pull through.

Donations dipped, but we avoided retrenchments and salary cuts. Our internal systems held and the essential services of caring for our therapy horses proceeded uninterrupted, even amid the challenges of the mandated split-team operations.

On the ground, the team made the decision to relieve colleagues who were living with elderly loved ones from essential duties, even though it was not a mandated measure by the government. Other colleagues took over their share of work without fuss.

We pulled through and in Jun 2020, managed to resume services gradually.

We emerged with a few bruises. But bruises fade and as they do, we will continue to write the next chapter of EQUAL's impossible story.

Lai Huen Poh
Chairman
EQUAL
30 Jun 2020

CEO'S MESSAGE



MR NG TZE YONG
CEO

At EQUAL, we heal invisible wounds.

In Singapore's early years, the challenges were visible, tangible, and clearly-defined: Poverty, housing, sanitation.

Today, the challenges we face have evolved to be mental and emotional in nature: Youth delinquency, broken families, special needs, depression, dementia.

These are challenges that are invisible, difficult to quantify, and elusive to clear-cut solutions. For someone who suffers these conditions, these conditions are difficult to recognize, accept and seek help for.

This is the space EQUAL serves: To heal the inner world of Singaporeans.

Since 2011, we have helped youth, including those with special needs, build up their self-esteem, manage impulsivity and develop a sense of compassion amid the hard-charging, fast-changing world they are navigating through.

We help families in need strengthen relationships by creating memorable experiences for them to open up about their problems and feelings, something that - in the social sector - is notoriously challenging to do.

And in one of the fastest-ageing countries in the world, we help to strengthen the mental and emotional health of our elderly, many of whom struggle with depression and dementia in their golden years.

In the course of doing all this, we also get the opportunity to rescue unwanted animals and retrain them into therapy animals.

Our beneficiaries see their life stories mirrored in the rescued animals, which enables them to open up faster. This leapfrogs weeks and months of rapport-building that is otherwise needed, unlocking entrenched mindsets and relationships, and leads to change that is often faster and deeper.

Every year, 1,500 beneficiaries experience this at EQUAL.

We rescue animals, who go on to rescue us. It's a beautiful virtuous cycle.

From our humble beginnings (our first office was in a stable stall), we now operate at 6 locations. This will expand to 8 in 2021.

Bringing animals to beneficiaries instead of having them come to us allows us to serve more beneficiaries. Working with therapy animals within the natural living environments of our beneficiaries also helps us transfer the learning into their daily lives smoothly.

We are scaling up for 2 important reasons – to impact more people, and to achieve sustainability through economies of scale and diversification of our donor base.

As we do so, our core service – Animal-Assisted Intervention – remains unchanged.

When we stepped into 2020 six months ago, things looked like they were off to a good start.

The funding for our flagship Youth Programme was renewed by the government for another 3 years.

Our pilot Family Programme secured 3 years of funding from the government.

Our pilot Elderly Programme secured 2.5 years of funding from a foundation, which also funded a hospital concurrently to conduct an evaluation research study of the same programme, with the aim of publishing it in an international academic journal.

Building on this success, we continued to innovate. A new cat therapy service was piloted using rescued strays to help people with special needs. So were community engagement events, which would see our miniature horses brought to malls to raise awareness of our work.

Covid-19 put brakes on all that.

We took the decision to suspend programmes in Feb 2020, ahead of the Circuit Breaker, turning our focus to the essential duty of caring for our animals. We tightened purse strings and accelerated the development of a fund-raising strategy focusing on non-government donors, such as the general public and SMEs.

We made time to meet staff one-on-one virtually, to understand how the Circuit Breaker was affecting them and their families, adjusting their work plans where needed.

We reopened in June 2020, cautiously and with a renewed sense of our duty.

We now find ourselves in a community battled by Covid-19, struggling with the visible wounds we can see – business closures and unemployment – but also with many invisible wounds we cannot see – mental and emotional – that will need to be healed before the country can get back on its feet.

Ng Tze Yong
CEO
EQUAL
30 Jun 2020



BOARD & COMMITTEES

(AS OF JANUARY 2020)

Board of Directors

Lai Huen Poh (Chair),
Melissa Tan, Bernard Yu, Carolyn Chin-Parry,
Patrick Daniel, Mae Loon, Clarinda Tjia-Dharmadi,
Shirley Tan

Nomination & Governance Committee

Lai Huen Poh (Chair),
Patrick Daniel, Shirley Tan

Audit Committee

Patrick Daniel (Chair),
Mae Loon, Chay Yee Meng

Finance Committee

Bernard Yu (Chair),
Clarinda Tjia-Dharmadi

Fund-raising Committee

Clarinda Tjia-Dharmadi (Chair),
Melissa Tan, Carolyn Chin-Parry, Mae Loon,
Chan Chow Wah, James Meyer

Programmes & Services Committee

Melissa Tan (Chair),
Shirley Tan, Jade Kua, Tan Cher Chong

Development Planning Committee

Shirley Tan (Chair),
Lai Huen Poh, Bernard Yu

Human Resource Committee

Yvonne Goh (Chair, ret. Mar 2020),
Carolyn Chin-Parry (Chair Designate),
Patrick Daniel, Lai Huen Poh, Melissa Tan

We wish to thank our retired Board Directors Lim Soo Ping (ret. Sept 2019), Ng Boon Yew (ret. Sept 2019), and Yvonne Goh (ret. March 2020), as well as welcome the new Board Directors who have joined us since: Mae Loon (appt. Oct 2019), Clarinda Tjia-Dharmadi (appt. Oct 2019), Shirley Tan (appt. Nov 2019) and Lai Huen Poh (appt. Dec 2019).

No Board Directors and Committee Members receive remuneration.

OUR BOARD DIRECTORS & BOARD COMMITTEE MEMBERS



Lai Huen Poh

In 40 years of practice as a Professional Civil & Structural Engineer, Mr Lai led the engineering division of a distinguished private practice, RSP Architects Planners & Engineers for over three decades, accomplishing many landmark developments in Singapore and overseas. Giving back to society, Mr Lai contributed his professional expertise as a long-serving member of The Strata Titles Board. For this, the Ministry of National Development conferred upon him the Meritorious Service Award (PBM) in 2011. As an industry ambassador for the Building & Construction Authority, serving in several of their committees and assessment panels, he was conferred the Public Service Star (BBM), a recognition for his invaluable contributions, in August 2018. Mr Lai is now the Senior Managing Director of SJ architecture, a business unit under the Surbana Jurong Group.



Carolyn Chin-Parry

Ms Chin-Parry is a Managing Director and Digital Innovation Leader with PwC Singapore. She is the Vice Chair of AustCham's Digital Economy Committee and on the Advisory Board for the Australian Institute of Company Directors. Awarded Woman of the Year at the Women in IT Asia Awards 2019, she is passionate in exploring technology to help under represented communities. She is particularly interested in technology that helps those with special needs to gain employment and lead more meaningful lives. She enjoys working with animals and was a volunteer for the Guide Dogs of Victoria in Australia.



Patrick Daniel

A 30-year journalism veteran, Mr Daniel was Editor-in-Chief at Singapore Press Holdings (SPH), retiring as the group's Deputy CEO in 2017. He previously served in the Singapore Government Administrative Service as a Director at the Ministry of Trade and Industry. Mr Daniel is an independent director of Sembcorp Marine, and a member of the board of the Stewardship Asia Centre. He is also a director and non-executive chairman of Shareinvestor.com Holdings Ltd. Mr Daniel holds a BA (Honours) in Engineering Sciences and Economics from University College, Oxford, and a Master of Public Administration from the John F. Kennedy School of Government at Harvard University.



Mae Loon

Mae Loon is a communications expert with demonstrable success in product marketing, brand positioning and strategic communications in the financial sector. She is skilled in Crisis Management, Strategic Communications, Media Relations, Marketing, Branding and Social Engagement. She is the Regional Head of Communications (APAC) at Swiss Re. She has held appointments in investment management at UBS, corporate communications at Franklin Templeton, and strategic marketing and communications at DBS Bank. She was also a broadcast journalist with BBC (London and Singapore) and WebFN (Chicago, New York & Singapore) and a news producer at CNBC. She is personally researching the impact of philanthropy versus social impact investing, diversity and early childhood education, and volunteers with young children.



Melissa Tan

Ms Tan volunteered as a team leader for EQUAL in 2011 when it started. She later took on a full-time volunteer role in Jan 2014 to be a therapeutic riding instructor and manage the whole programme, before joining the Board when EQUAL was established as an independent charity. Ms Tan currently holds the following certifications: PATH (Professional Associate of Therapeutic Horsemanship certified therapeutic riding instructor), E3A (Equine Experiential Education certified practitioner), and EAGALA (Equine Assisted Growth and Learning Association certified professional).



Shirley Tan

Ms Tan practised as a lawyer for about 18 years under several reputable law firms in Singapore, including Arafat Selvam & Gunasigham, Wong & Leow (Baker & McKenzie), HE&P, and WongPartnership LLP. Her areas of practice include corporate and commercial matters, corporate finance, takeovers and mergers & acquisitions. She retired from practice from WongPartnership LLP to enter into various business and investment ventures. Ms Tan currently acts as a consultant to a large foreign real estate group on a Singapore capital market project.



Clarinda Tjia-Dharmadi

Ms Tjia-Dharmadi is a partner at Latham & Watkins, a global law firm with 32 offices in 14 countries. She is the global Co-chair of the firm's Energy Industry Group – Power and Co-head of the firm's Indonesian Practice. Ms Tjia-Dharmadi specializes in international project development and project finance transactions and has advised on many of Asia's landmark oil and gas, petrochemicals, mining, power and infrastructure projects. International legal and financial publications have consistently acknowledged her as a leading lawyer in project development and finance space. Ms Tjia-Dharmadi read law at Queen Mary College, London, was called to the bar in England and Wales at the Inner Temple and is currently practicing as a solicitor of England and Wales.



Bernard Yu

Mr Yu is focusing on the field of Social Enterprise and is a co-founder of Employment for Persons with Intellectual Disabilities Co-operative Ltd (E4PID) to create sustainable employment for persons with special needs. His prior experiences include being the President of Family Life Society, a charity with IPC status that supports families in Singapore. He was the global head of equities at Standard Chartered Bank before joining the non-profit sector. His other experiences include being a partner of a global-macro hedge fund and a managing director of equities proprietary trading of a US investment bank for Asia Pacific.

Mr Yu is a happy father of 4 daughters and enjoys his semi-retirement time volunteering in governing committees in his church and one of his daughters' school.



Chan Chow Wah

An avid animal and culture lover, Mr Chan is a Fellow of the Royal Anthropological Institute. Also, he holds a Masters in Social Anthropology from LSE. He is the founder of Animal Human Alliance (AHA), which advocates compassion to animals and adoption, and the belief that humans share the earth with animals as fellow beings. He is a Lee Kong Chain Research Fellow (2006) and has several films and book publications.



Chay Yee Meng

A fellow member of the Institute of Singapore Chartered Accountants, Mr Chay started his career as an Audit/Tax Assistant at Arthur Young & Co in 1980 after graduating with a degree in Accounting from Nanyang University. He was co-founder and Group CFO of listed Natsteel Electronics Ltd from 1992, and Founding Director of listed ECS Holding Ltd in 1998. After a merger, he was named Asia Pacific Head of Finance of US-based MNC Selectron Technology Co (Now known as Flextronics Group) in 2000. Mr Chay retired from Selectron and acquired Autoscan Technology Group, and became its Executive Chairman since 2003. Mr Chay has also served at the board and committees of NKF (2010-2018), Finance committee of SingHealth Fund (since 2018), SMU Business School Advisory Board (2010-2016), and Dingyi Music Company since 2019. Currently, Mr Chay served as a Board member and Chairman of the Audit Committee of SGX listed Trek2000 Technology Ltd.



Jade Kua

Dr Kua is a visiting consultant with the Department of Emergency Medicine, KK Women's and Children's Hospital and the Ministry of Health's Unit for Pre-hospital Emergency Care (UPEC). She is also currently a Senior Consultant with Woodlands Health Campus and the President of Singapore Anti-Narcotics Association. She has served as the President of the Association of Women Doctors Singapore (AWDS), Executive Committee member of Henderson Senior Citizens Home/NTUC Eldercare, Honorary Treasurer for the Equestrian Federation of Singapore and Committee member of the Chinese Woman's Association where she holds lifetime membership. Dr Kua is mum to three teens, three tots, three dogs and enjoys scuba diving in her free time. She is a published author and updates her blog www.drjadekua.com regularly.



James Meyer

A British National raised in France and England, Mr Meyer is the Senior VP at Covenant Capital. He has 18 years of international banking experience gained in the UK and Singapore. Before joining TriLake, Mr Meyer was a Client Advisor (Director) at UBS AG Singapore. Mr Meyer is married and has three beautiful children. Outside of work, he is a keen sportsman, has completed several Ironmans and enjoys tennis, mountainbiking, skiing and golf to name a few. Mr Meyer holds a Bachelor of Social Science in Social Anthropology from The University of Manchester and speaks fluent English and French.



Tan Cher Chong

Mr Tan is a Master Teacher at the Academy of Singapore Teachers (AST) where he supports teachers to explore ways of motivating and engaging students who are in need of educational support. Having worked with many low progress learners and their teachers, he is familiar with the challenges posed to students of this learner profile.

Prior to joining AST, Mr Tan taught at Spectra Secondary School, NorthLight School and Damai Secondary School. He is a volunteer tutor at the Tanah Merah Prison School, member of the Films Consultative Panel, and member of the Multi-Disciplinary Team at Big Love Child Protection Specialist Centre.



Yvonne Goh | Retired 18 March 2020

Mrs Goh is a Director of Del Monte Pacific Limited, a company listed on the Singapore Exchange Limited and UNLV Singapore Limited, a registered charity in Singapore. Mrs Goh had served on the Board of WWF-World Wide Fund for Nature (Singapore) Limited, the Singapore office of World Wide Fund for Nature (WWF), one of the world's largest and most experienced independent conservation organisations. She is the immediate past Vice Chairman of the Singapore Institute of Directors and was until her retirement, Managing Director of KCS Corporate Services Pte Ltd, a professional business services firm.



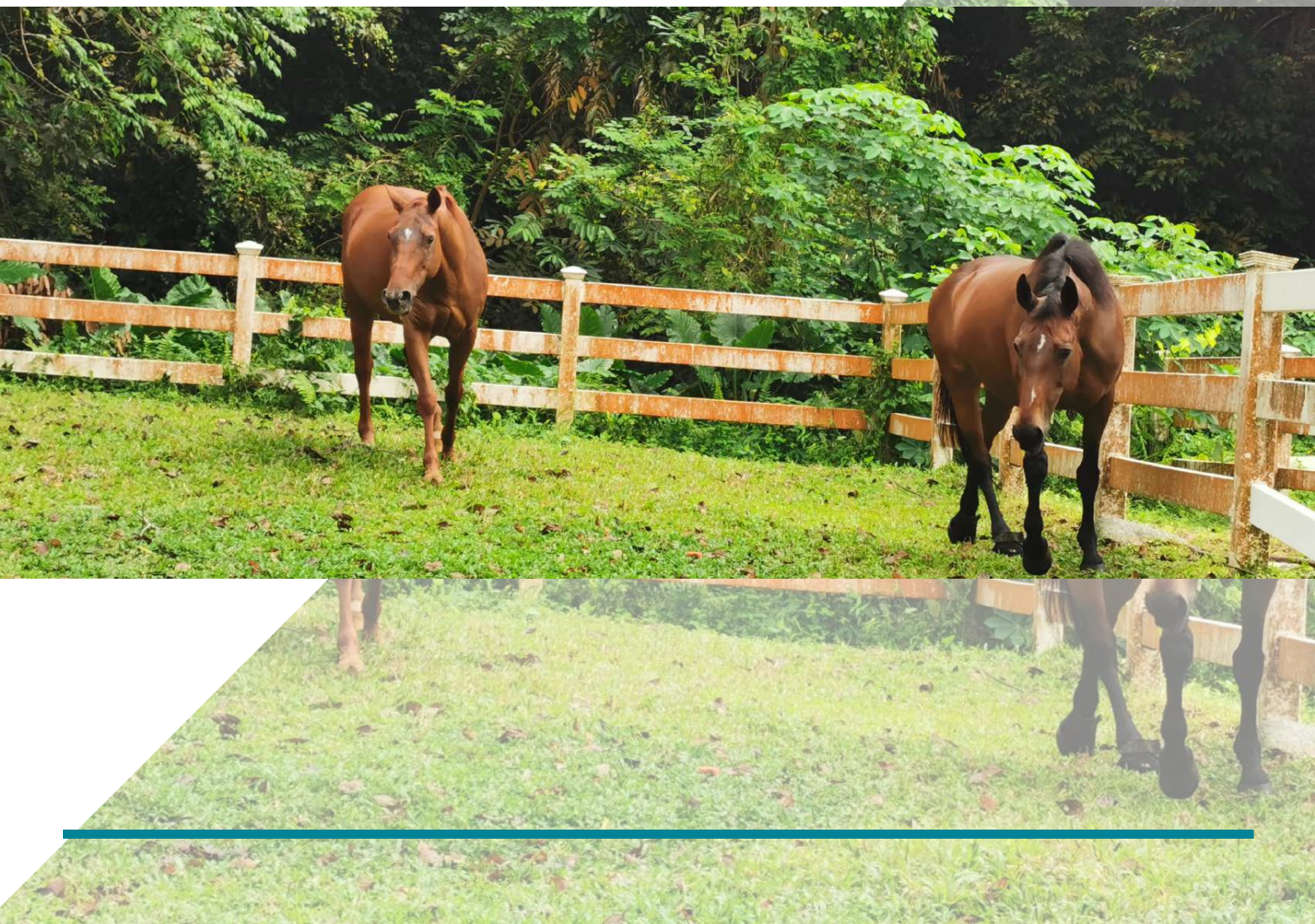
Lim Soo Ping | Retired 30 September 2019

Prof Lim is the former Auditor-General of Singapore. He has served over 37 years in public service first in the Engineering Service and then the Administrative Service culminating in his appointment as Auditor-General in 2007 by the President of Singapore. During his public service, Prof Lim also served on the Boards of a number of statutory boards and government-owned companies, including Nanyang Polytechnic, Woodbridge Hospital, Tan Tock Seng Hospital and The Esplanade. Following his retirement from public service, Prof Lim joined the Singapore Management University as a Professor of Accounting (Practice). He is currently also a member of the Board of Governors of an international school.



Ng Boon Yew | Retired 30 September 2019

Mr Ng is currently Chairman and CEO of the Raffles Campus Group. He was a Partner at KPMG. His past and present appointments include Member of Securities Industry Council, Monetary Authority of Singapore; Member of the Board of Trustees and Chairman of Audit Committee, National Cancer Centre of Singapore Cancer Research Fund and Community Cancer Fund; Member of the Board of Institute of Mental Health; Member of the Board, Chairman of Audit Committee and Chairman of Finance Committee of National Kidney Foundation.



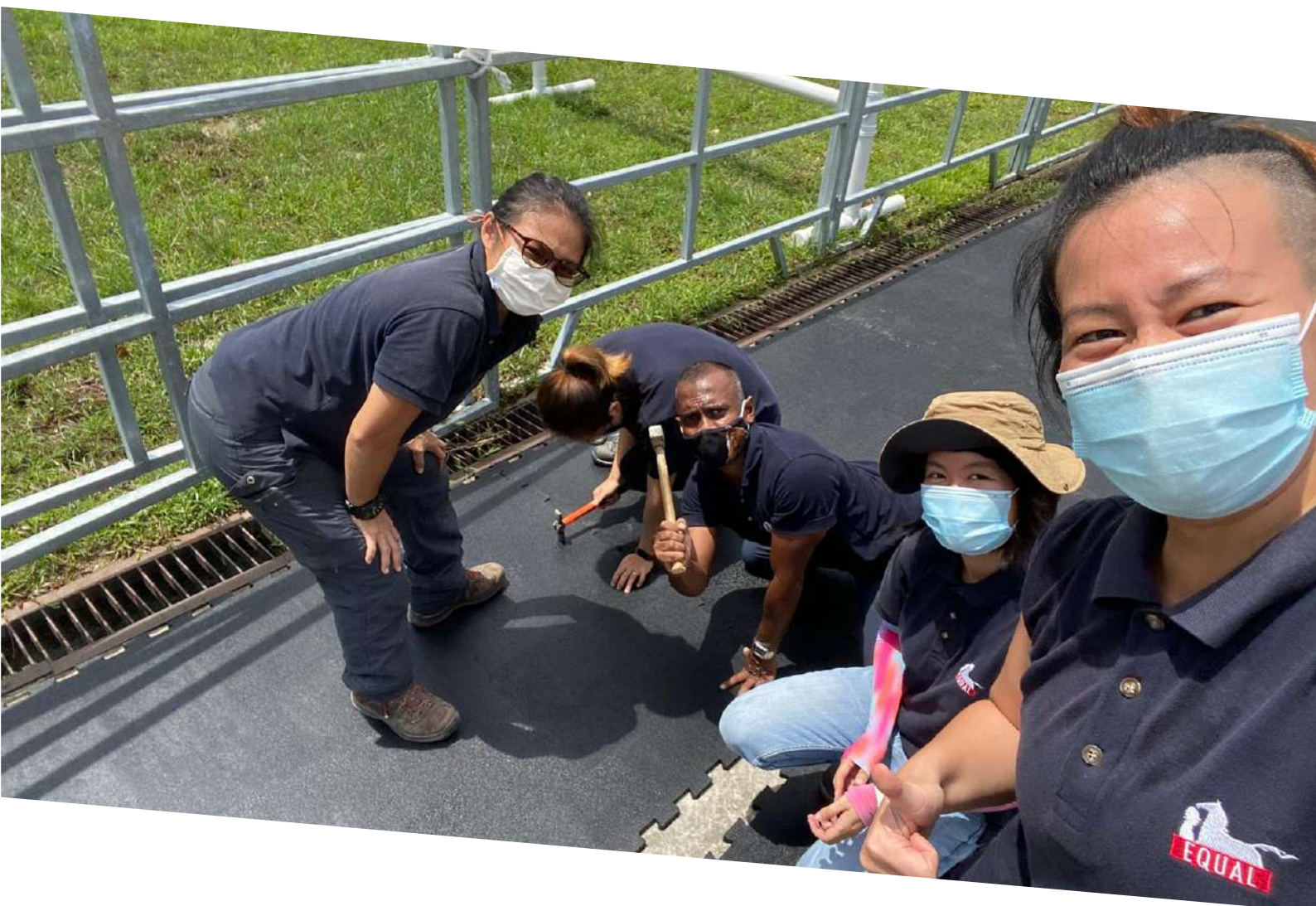
ATTENDANCE AT BOARD MEETINGS

IN FY 2019/20 (1 JULY 2019 TO 30 JUN 2020)

BOARD DIRECTOR	ATTENDANCE	REMARKS
Lai Huen Poh	2/2	Joined in December 2019
Carolyn Chin-Parry	4/5	
Patrick Daniel	5/5	
Mae Loon	3/3	Joined in October 2019
Melissa Tan	4/5	
Shirley Tan	1/2	Joined in November 2019
Clarinda Tjia-Dharmadi	3/3	Joined in October 2019
Bernard Yu	5/5	
Lim Soo Ping	2/2	Retired in September 2019
Yvonne Goh	4/4	Retired in March 2020
Ng Boon Yew	2/2	Retired in September 2019

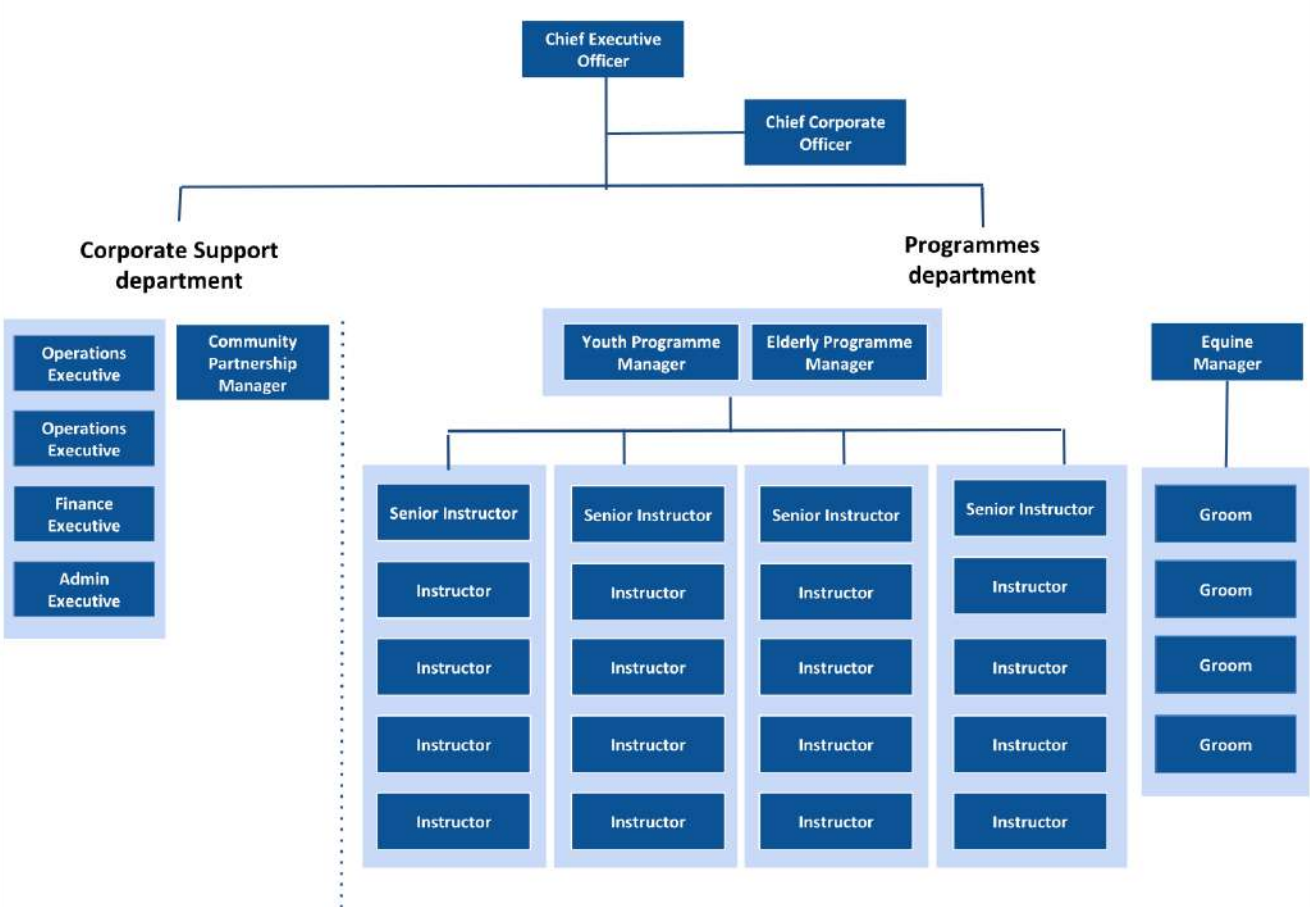
The number of Board Meetings for each Board Director depends on the date of their appointment or retirement over the course of FY19/20.

OUR STAFF



We are a unique inter-disciplinary team that comprises former MOE teachers, social workers, counsellors, nursing home staff and racing jockeys. After joining EQUAL, staff are sent overseas to obtain international certification in animal-assisted intervention. The techniques are then adapted to fit Singapore's urban and Asian context, resulting in a unique pedagogy created for Singaporeans by Singaporeans.

ORGANISATIONAL CHART





Ng Tze Yong | CEO

Before joining EQUAL, Tze Yong was a programme manager at a philanthropic foundation, associate partner at a corporate consultancy, and editor at The Straits Times. He studied liberal arts at Brown University (USA) and was a President's Scholar at New York's Parsons School Of Design. He has volunteered with local and international NGOs in Kosovo, West Bank, Gaza Strip, Kashmir, Lebanon, China, India and Indonesia. Outside of work, Tze Yong is a father to 2 daughters and a volunteer Airbnb host at his family's heritage business, founded in 1896.



Cedric Chew | CEO Designate

Cedric Chew is happily married, has a lovely daughter, is sociable and sporting, and appreciates community, heritage, animals and nature. He is experienced in set-up, change management/turnaround and expansion/development scopes. In particular, Cedric is experienced in, and much enjoys, strategic tri-sector, 4P stakeholder and partnership development and resource mobilisation. He is committed to helping others through both formal work and voluntary efforts, especially via collaborative and transformative approaches. Cedric's interesting journey of voluntary or compensated service to needy others has spanned ministry to refugees as a teenager, giving free tuition to disadvantaged children, visiting and delivering meals to lonely elderly, enabling special needs persons through dignified employment, and helping migrant guest workers, amongst various community initiatives over almost 40 years and counting. He has also provided pro bono advice and assistance to leaders in the community space. In the education sphere, Cedric has been a teacher, discipline master, academic HOD, vice-principal and GM/Director - working across a spectrum of neighbourhood "gangster schools", private and international schools and learning centres.

He has also bridged sectors and held mid-top level leadership positions in public, private and non-profit arenas, including pioneering initiatives with prominent charities such as TOUCH Community Services, MINDS and The Salvation Army. In the social service space, Cedric has helped set up a "second-chance" school for youth-at-risk, change-managed special needs sheltered workshops, social enterprises, and a children's home, initiated holistic fostering, family reunification, support and therapeutic services, and multiplied an outreach and support programme for migrant guest workers at dormitories and rental units - in particular, helping tens of thousands of workers of various nationalities over the past two significant years of Singapore's Bicentennial and Covid-19 crisis, including mobilization for humanitarian crisis relief. Cedric is humbled by the good hearts and tireless efforts of many kind stakeholders, partners and volunteers in all these initiatives over the years, and grateful to play a part.



Gloria Er | Chief Corporate Officer

Before joining EQUAL, Gloria worked at HSBC as Global Banking Chief Control Officer. Notably she was on the Female Leadership Talent programme. She has more than 25 years of corporate experience in large global banking institutions in regional auditing, business transformation and risk management. She has helped businesses implement large-scale complex projects, control frameworks and processes that transformed risk and culture in the organisation. She is intrigued by the differences in behavioural traits and how it has impacted cultural transformation. She believes that mastery of emotional intelligence is increasingly important. Developing talent and creating a more resourceful and effective organisation creates sustainable results. She is also certified in NLP and Marshall Goldsmith's coaching certification. Gloria is passionate about helping people looking for change, and has a special interest in mental health and dementia. She is also a happy mother of 3.



Lee Yah Mei | Youth Manager

Before joining EQUAL, Yah Mei was an Allied Educator in Learning & Behavioural Support where she spent seven years working with students with special needs in a mainstream secondary school. She graduated with a Bachelor of Arts in Psychology and holds several advance diplomas and diplomas in special educational needs, autism studies and dyslexia studies. She encountered EQUAL for the first time when she enrolled her students in the EQUAL programme. Her dream of being able to work at EQUAL later came true! Yah Mei now spends most of her time chasing after her daughter and Furkid [a beagle] with her husband, to exhaust their energy and get a good night's sleep. She also enjoys watching drama series and movies that involve forensic pathology and criminology content



Tommy Wong | Equine Manager

Tommy left the world of professional photography and hair-styling for a completely different arena: Coaching horse riding. His interest was sparked further after an opportunity to be a member of the gold medal Eventing Singapore Team in the 1995 SEA Games. Today, he sees his work at EQUAL as his way of giving back to the community. Music (especially his guitar) and photography helps keep his rhythm in life. Being one of the eldest almost everywhere he goes keeps him going. His tagline is: "I'm 62 going on 26!".



Evangelynn Tang | Senior Instructor

Evangelynn spent time in the corporate world and the social service sector as a youth worker before joining EQUAL. She graduated with double majors with a Bachelor of Arts in tourism, event management and web communication. An animal lover with a passion in giving back to society, she now has the best of both worlds at EQUAL. Eccentric, Erratic, E-rritating (Irritating) is just so Evangelynn. Darling, it's a mad world!



Chan Li Wen | Senior Instructor

Li Wen holds a degree in Psychology and a graduate diploma in Social Work. Before joining EQUAL in 2017, she had six years of experience in the social service sector as a Medical Social Worker and Case Manager. She worked in a special education school, a general hospital and a nursing home. With a soft spot for individuals with special needs, she believes in the magic of horses in empowering and providing therapeutic support for each and every one. Bubble tea, fried chicken, and travelling are three things Li Wen cannot live without.



Pearlyn Yap | Senior Instructor

Pearlyn graduated with a Bachelor of Arts from the National University of Singapore (NUS) and joined EQUAL in 2017. She did her facilitation certification in USA at the Equine Experiential Education Association (E3A), and a Natural Horsemanship training in Australia. Pearlyn absolutely loves partnering with horses to empower and serve our community, and believes that the presence of animals in our lives is powerful and healing. She is currently learning more about Animal Communication (Linking Awareness). Before joining EQUAL, Pearlyn worked in the Ministry of Sustainability and the Environment, Halogen Foundation Singapore, and took on independent projects in Singapore and New Zealand. Her dream is to retire on a farm in New Zealand.



Teo Hsin Ching | Senior Instructor

Hsin Ching developed a passion for nurturing youth in her pre-university years, volunteering regularly with a Girl Guide Company for 7 years. After receiving her MA in Language Studies from the National University of Singapore and her PGDE (Secondary) in English Language from the National Institute of Education, she spent 6 years teaching in a Junior College. Hsin Ching grew up with a mini zoo in her family's home and aspired to be a zookeeper when she grew up. She feels like she has finally attained her childhood ambition. When she's not horsing around, Hsin Ching likes to eat good food and sing a song or two.



Nick Low | Instructor

A former hospitality professional of more than 20 years, Nick led Revenue Management and Channel Distribution teams after graduating from SHATEC. He continued his learning through Cornell University in the areas of Strategy, High Performance & Project Leadership and New Media. He prepared himself for a mid-career switch after completing his diploma in Special Education. Nick will continue his learning journey deeper in the social service sector. Nick is into video games (the survival horror kind), loves sweaty Yoga sessions and is not squeamish about anything. He cherishes the memories of traversing frozen lakes and frigid mountains... while carrying his daughter. With an occasional dash of his wicked sense of humour, Nick persists through challenges and strives to enable beneficiaries to overcome theirs.



Seah Chin Fang | Instructor

Formerly trained in Early Childhood Education, Chin Fang worked as a Preschool Educator for the past decade. Her "calling" to serve in the social sector and her passion to be around animals brought her straight to EQUAL. Chin Fang loves the sun, sand and sea. Her ultimate weakness? Chocolate!



Jamie Lee | Instructor

Jamie started her career as a marine mammal trainer, before making a switch to serving children with special needs six years ago. Though her time with the children was a fruitful one, a part of her missed working with animals and nature. Jamie is excited to be with EQUAL as it marries the best of both worlds. Having animals and people come together for a meaningful purpose reminds her of a quote, "Living for each other is the rule of nature."



Quek Wan Ting | Instructor

Wan Ting holds a Master in Counselling Psychology, and specializes in the use of therapeutic movement. Prior to EQUAL, she developed movement programs for adults and older adults. Wan Ting started her self-searching journey in 2008, and has found herself through dance. One of the first book that catalyzed her journey was 'The Witch of Portobello' by Paulo Coelho."



Shamri Bin Samsudin | Instructor

Shamri trained and worked as a jockey for 15 years before joining EQUAL. He spent 5 years doing his apprenticeship in New Zealand and has raced in many different locations. Riding and racing are his biggest passions and he loves spending time with horses. Even after retiring from competitive racing in 2015, Shamri chose to stay in the equine industry, as he just cannot seem to get enough of working with horses! Now, he is chasing his second dream of becoming a riding instructor. He hopes this dream will come true at EQUAL.



Wan Mhd Hafizam | Instructor

Wan Hafizam is a Level 1 Riding Coach and a qualified steward for jumping and dressage. He has been in the industry for 32 years, and previously trained 5 at-risk students to become riding instructors. He is a commander for the Malaysian Civil Defence Emergency Response Team for Equine Brigade and has schooled horses owned by the Prime Minister of Malaysia. Working at EQUAL marks his second job stint in Singapore. For Wan Hafizam, a hard day's work is also a form of worship - something that drives him every day. He also enjoys rescuing horses and ever the sportsman, Wan Hafizam enjoys extreme sports like sky-diving and eventing.



Danny Chee | Instructor

After being in the horse-racing industry as a jockey for 27 years, Danny entered the Social Service Sector, managing 2 Seniors Activity Centers (SAC) for 4 years. He then hit the books and went for a full time course in Community and Social Services (Senior Services) in 2017 before joining EQUAL. Danny is an outgoing and adventurous person. He has tried bungy jumping and is an avid scuba diver. He is even willing to try skydiving if presented the chance!



Marcus Au | Instructor

After riding for the first time at the age of 10 in 1980, there was no turning back for Marcus. He trained for his jockey's license in Santa Anita, California and rode professionally for 26 years before retiring. Still riding track work in the mornings at Kranji, his other passion is karate. He holds a third Dan black belt in Goju-Ryu.



Clement Chan | Instructor

Clement, better know HS Chan, was a former race horse jockey who has ridden about 40 winners. After a bad race injury, Clement retired from race riding and became a Stable Supervisor for a leading trainer. For 16 years, Clement was a Race Analysis with Punter's Way. Clement, in line with his love for horses, was touched by the direction of EQUAL, and wants to be with the team that changes people's lives. May The Horses Be With You!



Matthiaskumar | Instructor

Matthias started riding horses when he was 18. He went to an apprentice jockey school in New Zealand where he got his jockey licence and started racing there. After spending 6 years in NZ, he continued his racing adventure in Malaysia. He has always watched videos about acts of kindness and dreamed about doing more good. Coincidentally, Matthias's good friend introduced him to EQUAL. "Horses are very important in my life," he says. "They have taught me so much. I am excited to be a part of bringing people and horses together, bringing out the best in them. This is so meaningful that I hope to be a part of EQUAL for the rest of my life!"



Sharifah Faizah | Operations Executive

Sharifah was previously in the corporate world after graduating with a Bachelor of Business (Management), handling events management, marketing and donor stewardship. After a one-year volunteering stint with hippotherapy, she discovered a passion for horses and equine-assisted learning. Being petite all her life, Sharifah's aim in life is to prove that tiny is mighty and that the answer to "Aren't you too short for that?" is most often "No". From driving to horseback riding to scuba diving, she looks forward to her next adventure - possibly, dirt biking.



Tsan Hui Juan | Admin Executive

Prior to joining EQUAL, Hui Juan was pursuing her bachelor's degree in Psychology after she figured out that she loved learning about and helping others. This came about during her internship experience while she was undertaking a diploma in Hospitality and Tourism Management, where she met people from all sorts of backgrounds and learnt about their stories. Having always had a soft spot for animals, she enjoys the times where she gets to interact with the horses at EQUAL. Milk tea and writing are also two things she can't live without.



Jambu Pitchai | Groom

Jambu started his career as a rubber tapper in a plantation in Malaysia. Thereafter, he began his work with horses at Sungai Besi in Kuala Lumpur. Becoming a groom at EQUAL is his first work experience in Singapore! Jambu has four children of which two are already married. He is very proud of his first grandchild and loves sharing photos and videos with everyone. His youngest daughter turns 18 years old this year (2020) and is still studying.



Abdul Rajap | Groom

Rajap started off his career as a groom for the Singapore Polo Club (SPC) from 1994 to 2002. Thereafter, he moved on and spent 16 years at Riding for the Disabled Association (RDA) working with therapy horses before joining EQUAL in July 2018. During Rajap's free time, he loves to take care of animals, going around his housing estate feeding stray cat and blessing other people with yummy food. Rajap has an Achilles heel for Nasi Briyani and fruit juice.



Nilla Yussni | Groom

Nilla had to drop out from school at 15 and with some help from a social worker, she enrolled in a horse stable management course with EQUAL through YMCA. Thereafter, she spent 3 years working at the Riding for the Disabled Association (RDA). She then decided to come back to EQUAL as a groom. She loves animals in general and has 10 cats at home (for now). She loves travelling and wants to try exploring different countries on her own. Drawing is one of many hobbies that she enjoys doing during her free time.

FY19/20 AT A GLANCE

6 locations



2 services

Equine-Assisted Learning service (Therapy horses)

Feline-Assisted Learning service (Therapy cats)

4 beneficiary profiles

At-risk youth

People with special needs

Families in need

Elderly with dementia and depression

900 beneficiaries

YOUTH PROGRAMME



This is EQUAL's flagship programme, set up in 2011 even before EQUAL was established as a Charity and Institution of Public Character. The programme helps youth, including those with special needs, do better in school, family life and employment. This is done through the development of vital social-emotional skills that tend to be more difficult to impart in traditional classroom settings, such as managing impulsivity, empathy, respect, persistence, self-awareness, and responsibility. We do this through an experiential learning approach using rescued animals, which engages youth resistant to change and engagement.

IMPACT

550 youth were served, of whom 20% have special needs. Almost 60% of youth improved in their social-emotional skills, based on assessment via the Resilience and Youth Development Module (RYDM) and Social Inclusion Scale (SIS).

The Youth Programme was suspended from Feb to Sep 2020 due to Covid-19.

SERVICE LOCATIONS



PARTNER ORGANISATIONS

Special Education Schools: APSN Delta Senior School, MINDS (Lee Kong Chian Gardens School)

Specialised Education Schools: NorthLight School, Spectra Secondary School

Mainstream Schools: Blangah Rise Primary School, Bukit Batok Secondary School, Changkat Changi Secondary School, Fairfield Methodist Secondary School, Jiemin Primary School, Naval Base Primary School, Tampines Primary School, Xishan Primary School, Hong Wen School, Outram Secondary School, West View Primary School, Whitley Secondary School, Yishun Secondary School, Yishun Town Secondary School, Zhenghua Secondary School

Others: Clementi Constituency CASA programme



Photo: The Straits Times



ELDERLY PROGRAMME



Modelled after similar programmes at Stanford University and Ohio State University, our Elderly Programme provides psycho-social care for the elderly, many of whom suffer from depression and dementia. The use of therapy animals brings back a sense of purpose, self-respect, optimism, warmth, self-expression, and sense of humour in the elderly. It does this through reframing the self-identity of the elderly from care recipient to caregiver, a important role they have occupied for most of their lives, but which they have since lost. The return of a sense of purpose and dignity creates a fundamental shift, resulting in a multiplier effect that uplifts their mental, emotional and physical health.

IMPACT

230 elderly were served. 70% of elderly maintained or improved their well-being through the programme, as assessed through the Bradford Well-Being Profiling Tool.

The Elderly Programme was temporarily suspended in Feb 2020 until further notice due to Covid-19.

SERVICE LOCATIONS

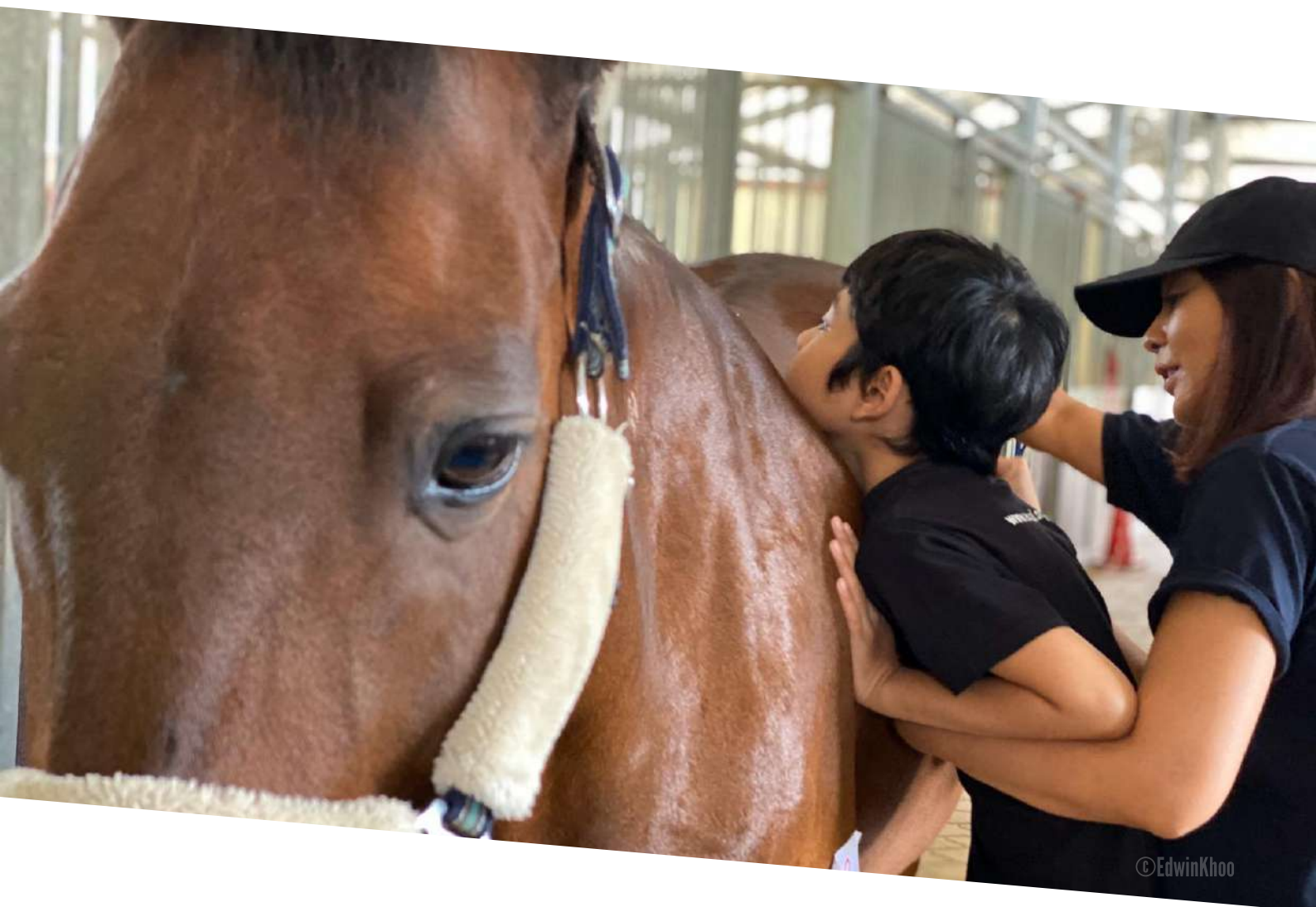


PARTNER ORGANISATIONS

St Theresa's Home, Ling Kwang Home, Lee Ah Mooi Old Age Home, All Saints Home (Tampines), All Saints Home (Hougang), All Saints Home (Yishun), All Saints Home (Jurong)



FAMILY PROGRAMME



©EdwinKhoo

Our Family programme aims to improve the psychological and emotional well-being of families in need, such as those with at-risk youth or youth with special needs. It brings our work upstream: The Youth Programme helps youth improve in school; the Family Programme helps them cope better at home. Home is, after all, the place where many challenges originate, but also where long-term solutions can be found.

Working with horses takes families out of their comfort zone, putting them in new situations where they get to see one another in a new light naturally. Daughter glimpses a different side of Mom. Dad sees the independence exhibited by his special needs son when given space and trust. Entrenched mindsets and deep-seated biases are gently revealed and worked on.

It is family work, camouflaged as recreation.

IMPACT

30 families were served (100 individuals). 60% of participants improved in their psychological and emotional well-being, as measured through the Social Outcome Measurement Toolkit. 70% of participants improved in their perceived family function, as measured through the Family Assessment Device.

The Family Programme was suspended from Feb to Nov 2020 due to Covid-19.

SERVICE LOCATIONS




PARTNER ORGANISATIONS

Club Rainbow, Nee Soon East Town Council, The Salvation Army, Singapore Children's Society

Many families also enrol in the programme directly.




TESTIMONIALS




"My sons experienced a very unhappy childhood and suffered from Post-Traumatic Stress Disorder as a result. Both of them are learning to cope with anger management, and have lost interest in school. They had turned to the online gaming world to seek solace and relief. After joining the EQUAL Family Programme, I saw how my sons were able to manage their anger and impulses, and were able to calmly and patiently work with the horses. Through the programme, they also learnt to display care and compassion. They decided to hand-make a rhinestone plaque to remember Tata, a horse that had passed on due to old age and sickness. They love the programme so much that after the second session, they were asking me to sign up for another round of the programme. As a family, we have come to be closer and more bonded as we now have newfound interests and topics to talk about."

-Mdm Tok, mother of 2 teenage sons




"Before embarking on the Family Programme, I was worried that Ryan would be fearful of the horses. But over the 5 sessions, Ryan became more comfortable around horses and would reach out to pat them. Our Instructors, Kerly, Sham and Marcus were friendly, understanding and always put us at ease. We are very thankful for that."

- Pauline Hoo, mother of a son with autism



"Andrew enjoyed all the sessions and was able to remember all the horses' names. The trainers were experienced and easy-going, and put children and parents at ease. There was structured planning prior to the sessions and they would inform the family on the activities they will undertake, and a recap of the previous session at the next session."

- Vincent Yeow, father of 2 young sons



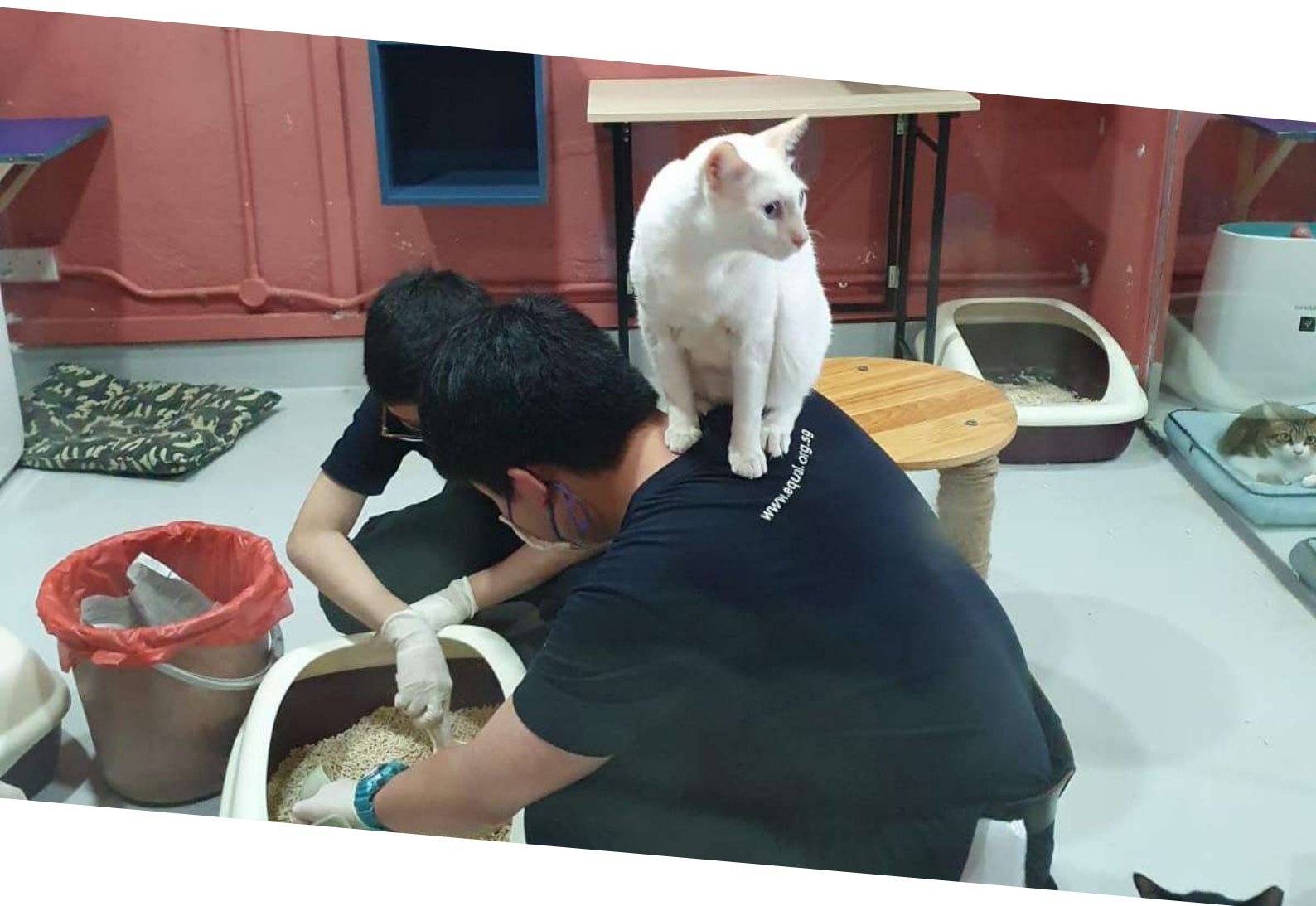
"Roger is able to understand horses now and is more patient and calm after being advised not to get too excited. The grooming sessions with the horses were therapeutic for Roger. The trainer was very polite, cool and calm. Roger enjoyed himself thoroughly."

- Mdm Sun Feng, mother of a 6-year-old son with autism

HIGHLIGHTS OF THE YEAR



Cat Therapy Programme Pilot



Beneficiaries

Young adults with Mild Intellectual Disability.

Objective

Work placement in the animal-related industry with organisations such as animal shelters, pet grooming studios or animal-themed attractions, where cleaning, laundry and meal preparation are currently handled by foreign workers or ad-hoc volunteers.

In Jan 2020, we expanded our suite of services to a second species of therapy animals - Cats. This marks an important step towards the realisation of EQUAL's organisational objectives, stated in our Articles Of Association as the provision of Animal-Assisted Intervention services including but not limited to therapy horses.

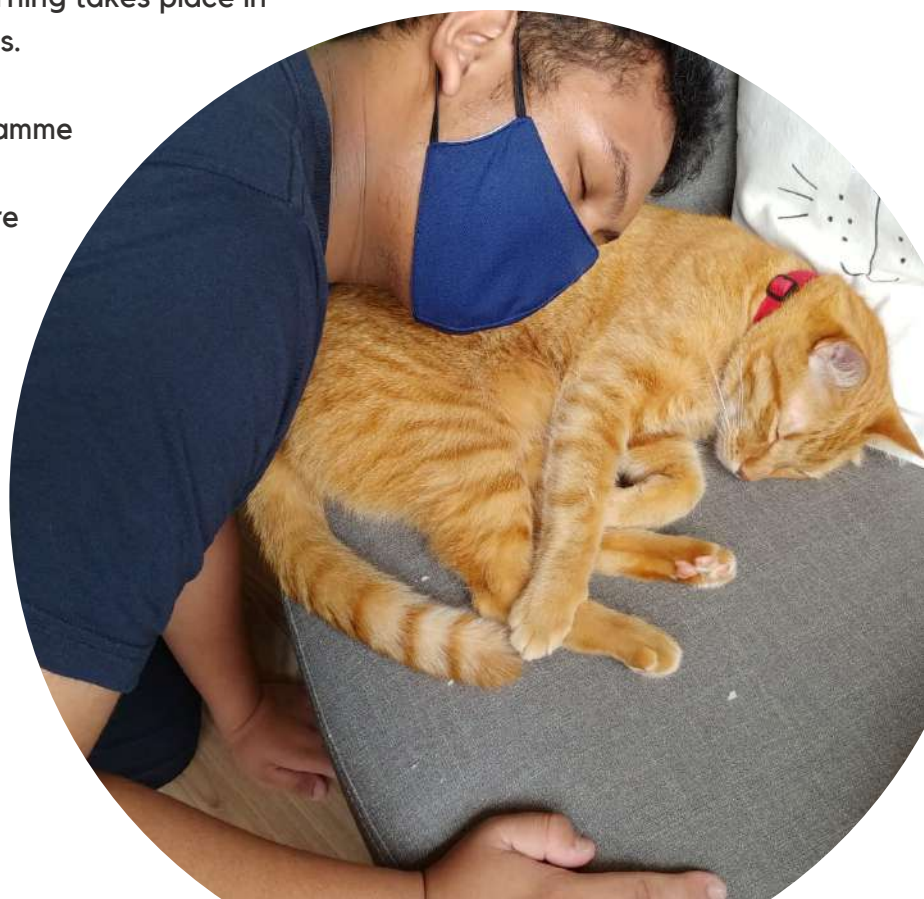
The Feline-Assisted Learning Programme - or Cat Therapy Programme in short - has been in development since 2019 as part of EQUAL's 5-Year Strategic Plan 2019 - 2023. Like our therapy horses, most of the therapy cats are rescued and retrained. We partner with cat cafes and animal shelters that provide the cats and learning spaces for the students.

Just like the therapy horses, the therapy cats help our beneficiaries develop social-emotional competencies that are harder to impart through traditional talk-based and classroom-based intervention.

The difference between horses and cats lies in the curriculum, pedagogy and learning outcomes, which are based on the different psychology and behavioural characteristics of each animal species. Prey animals (such as horses) behave differently in learning activities compared to predators (such as cats). The former are docile and wary, creating more learning opportunities for trust-building. The latter are assertive and confident, creating more opportunities for skills such as dealing with rejection - a skill that many people with disabilities need to acquire to cope successfully in school and employment.

Activities differ as well, due to the difference in sizes and behaviours. So do the learning environments: The equine-assisted learning programme takes place in farm-like outdoor spaces, while the feline-assisted learning takes place in smaller air-conditioned indoor spaces.

If the feline-assisted learning programme pilot proves to be successful, it will increase EQUAL's ability to help more beneficiaries, and in more targeted ways based on their needs.



Training of Mini Therapy Horses



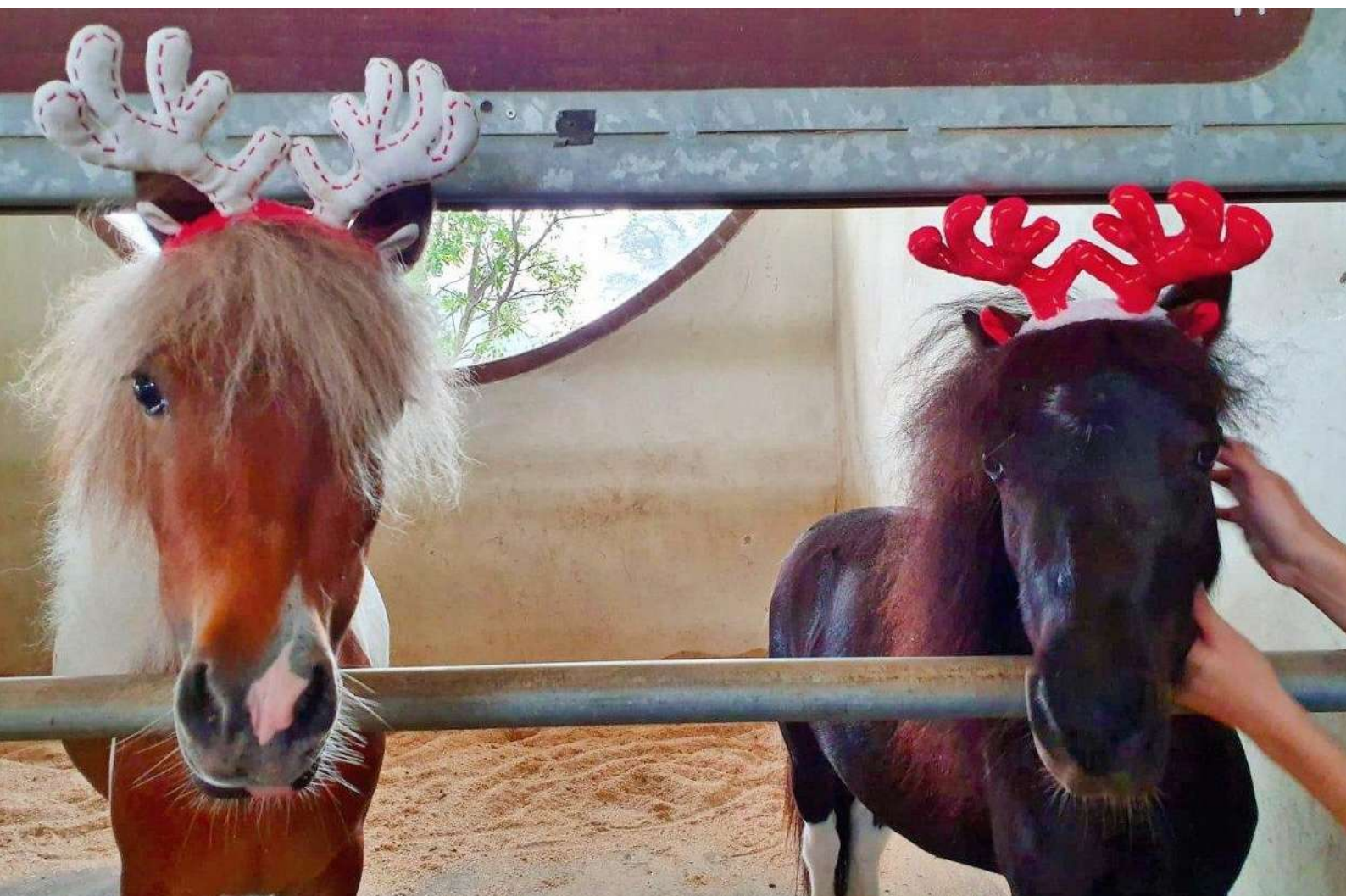
In 2019, EQUAL purchased 6 miniature therapy horses from overseas (there weren't any available ones in Singapore for us to rescue), in order to develop the capability to deliver equine-assisted learning services in high-rise and densely-built urban environments.

The size of large dogs but with the same docile temperament as their full-sized cousins, the miniature therapy horses are small enough to fit into elevators and through narrow corridors, in premises not customise-built for equine activities.

This allows EQUAL to serve more beneficiaries in their natural living environments, allowing closer partnerships with other social service professionals, and strengthen's EQUAL's economies of scale.

The months since their arrival have been busy with EQUAL staff training them to be comfortable with being in small spaces, a variety of human interactions, environment stimulus such as wheelchairs, and travelling on the horse trailer.

Just as important is gaining and codifying the institutional knowledge of their personalities, behavioural traits, and dynamics with one another, all of which forms the core of our animal-assisted intervention curriculum.



COMMUNITY SUPPORT



As a charity, we play a special role in our community. We serve the vulnerable segments of our population and in doing so, offer an avenue for others - individuals and corporates - to join us in the work. We enrich others and in the process, are enriched ourselves.

VOLUNTEERS

Volunteers are an integral part of EQUAL's DNA. Due to the specialized nature of the work, we provide training to volunteers for their safety and that of our horses. As such, we work with a small number of trained volunteers who are able to commit to long-term volunteering of at least 1 year.



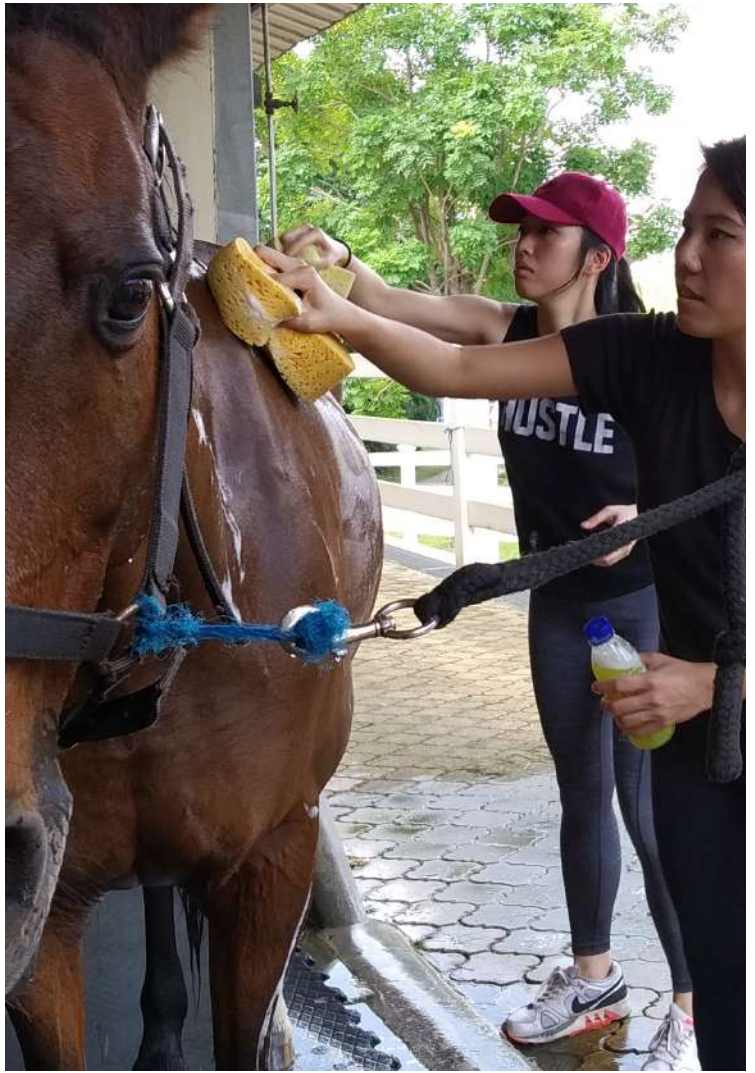
"Volunteering at EQUAL is one of the biggest blessings in my life. I have grown tremendously in skills and knowledge. Each volunteering experience is unique, enriching and humbling as there is always something new to learn from the people and the horses. The opportunity to work with the professional and inspiring team here motivates me to do better and to do more for the social service sector. It is an absolute delight. I am looking forward to growing with EQUAL as a volunteer and continue my work here with these heroes (horses and people!)"

- Valerie



"I moved to Singapore in March 2018 from Denmark where I worked as a small animal veterinarian with my own clinic. Volunteering at EQUAL has given me a lot of new acquaintances whom I love very much. It has helped me to understand Singapore better. I love how the horses are so well cared for and I get so much back in returns. Touched my life are big words. But getting to meet kids that are just being misunderstood and seeing them developing and changing their ways and starting to believe in themselves... that's big."

- Inge



FEATURED PARTNERS

Project Liberte

Conceptualised by a group of Year 2 students from Raffles Girls School, Project Liberte aims to promote the inclusion of children with special needs. In March 2020, the students collaborated with EQUAL to do a live stream on Instagram to help EQUAL raise public awareness of the issues facing children with special needs. Two lucky winners were selected and invited to an exclusive tour of our stables.



Singapore University of Social Sciences

A group of SUSS students fund-raised for EQUAL during Covid-19. They had previously volunteered in our Elderly Programme but were unable to continue when the programme was suspended due to Covid-19.



Bird of Paradise

To celebrate its 4th anniversary, home-grown Michelin-recommended artisanal gelato boutique Birds of Paradise donated all proceeds from its weekend sales at its Joo Chiat and Jewel Changi branches to EQUAL. Its staff are also planning to volunteer at EQUAL as part of the company's corporate social responsibility efforts.



BIRDS
OF
PARADISE

In Good Company (IGC)

A home-grown fashion label with branches at ION Orchard, Tangs Plaza, Marina Bay Sands, and Jewel Changi, IGC is working with EQUAL on a series of unique community engagement events in end-2020 to raise awareness of our work among the public. Some of its staff have also started volunteering at EQUAL.



IN GOOD
COMPANY



Accenture

A leading global professional services firm, Accenture assisted EQUAL in improving our branding so we can position ourselves more strategically in the social services sector and connect better with the public.



Accenture Interactive

GOVERNANCE

The following are some of the policies that support good governance, transparency and accountability at EQUAL.

- Policy on conflict of interest
- Policy on whistle-blowing
- Policy on Anti-Money Laundering and Counter-Terrorism Financing
- Policy on Data Management and Protection
- Code of Conduct for Board of Directors

Reserves management:

The charity has set a mid-term target of achieving a reserve level equal to 3 years' of operating expenses. The reserves provide financial sustainability and the means for the development of the company's activities. The directors review the level of reserves regularly to ensure they are adequate for the company's continuing obligations.

There is no paid staff who is closely-related to the Management or Board.

FINANCIAL STATEMENTS



STATEMENT OF FINANCIAL ACTIVITIES

(for year ended 30th June 2020)

The following are the highlights of the financial statements audited by RSM Chio Lim LLP, Public Accountants and Chartered Accountants Singapore. A copy of the full audited financial statements can be viewed at www.equal.org.sg

	<u>2020</u>	<u>2019</u>
	SGD	SGD
<u>Incoming Resources:</u>		
Voluntary Income - Donations	55,699	115,445
Government Grants	1,035,103	1,430,438
Amortisation of deferred capital grants	121,151	121,151
Fund generating activities	414,368	901,841
Interest Income	41,489	39,425
Miscellaneous Income	23,602	16,109
Total Incoming Resources	<u>1,691,412</u>	<u>2,624,409</u>
<u>Resources Expended:</u>		
Cost of charitable activities	-	-
Charitable activities expenses	<u>2,180,630</u>	<u>1,823,713</u>
Total resources expended	<u>2,180,630</u>	<u>1,823,713</u>
Surplus (Deficit) for the year	<u>(489,218)</u>	<u>800,696</u>
Balance at beginning of the year	<u>3,419,774</u>	<u>2,619,078</u>
Balance at the end of the year	<u><u>2,930,556</u></u>	<u><u>3,419,774</u></u>

Assets	2020	2019
	SGD	SGD
<u>Non-Current Assets:</u>		
Property, plant and equipment	1,045,805	1,153,239
Right-of-use asset	255,274	-
Total non-current assets	<u>1,301,079</u>	<u>1,153,239</u>
<u>Current Assets:</u>		
Other receivables	118,742	468,007
Other assets	66,396	-
Cash and cash equivalents	2,919,137	2,717,926
Total current assets	<u>3,104,275</u>	<u>3,185,933</u>
Total assets	<u>4,405,354</u>	<u>4,339,172</u>
<u>Reserves ¹:</u>		
Unrestricted fund	1,102,937	805,078
Restricted fund	1,827,619	2,614,696
Total accumulated funds	<u>2,930,556</u>	<u>3,419,774</u>
<u>Non-current liabilities:</u>		
Lease liability	204,054	-
Other liabilities	106,998	80,250
Deferred capital grants	433,171	554,322
Total non-current liabilities	<u>744,223</u>	<u>634,572</u>
<u>Current Liabilities:</u>		
Lease liability	57,716	-
Other liabilities	473,362	11,480
Trade and other payable	199,497	273,346
Total current liabilities	<u>730,575</u>	<u>284,826</u>
Total liabilities	<u>1,474,798</u>	<u>919,398</u>
Total fund and liabilities	<u>4,405,354</u>	<u>4,339,172</u>

OUR DONORS

ORGANISATIONS

Aesopica Pte Ltd
Common Man Coffee Roasters
Far East Organization Centre Pte Ltd
Fraser And Neave, Limited
Hexacon Construction Pte Ltd
Hotel Properties Limited
Ice Data Services Singapore Pte Ltd
IGC'X Private Limited
Ireland Funds Singapore
Irisnation Singapore
Kai Xiang Huat Pte Ltd
Keppel Care Foundation
Marina Bay Sands Pte Ltd
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NCSS Tote Board Social Service Fund
New Toyo International Holdings Ltd
Rolex Singapore Private Limited
RSM Chio Lim LLP
Rubina Watch Co Pte Ltd
SBF Foundation Limited
SG Enable-Tote Board Enabling Lives Initiative
Stephen Riady Foundation
STT Communications Ltd
SUTL Logistics & Warehousing Pte Ltd
The Hour Glass Limited
The Shaw Foundation Pte
The Singapore Island Country Club
Wing Tai Foundation
Woh Hup (Private) Limited

INDIVIDUALS

Abby Lai Ka Hei	Harsh Saluja	Loy Ee May
Adeline Ho	Henry Tay Yun Chwan	Malini Sitaram
Adrian Lee	Ho Ching	Mark Lin Weilun
Ahamed Mahmood Merican	Ho Shu Fen	Min
Albert Atinon	Hui Ru Ang	Muchen
Alice Tay	James B Rogers Jr	Natasha Garcha
Allison	Jananie Audimulam	Ng Khim Han
Alvin Oei	Jaslyn Quek	Ng Wan Jun
Andrew Low Chee Keong	Jaslyn Quek Fang Ling	Nira Tanoko
Ang Ziqian	Jason Charles Humphries	Nissi Chng
Ashadevi D/O Chinnaraja	Jean Chia E Ming	Ong Kok Tiong
Au Ai Ti	Jennifer Hardi	Ooi Shu Hui
Au Shu Yi Lydia	Jeslyne	Pamposh Dhar
Belle Hui Chian	Jeslyne Ang	Patrick Tan
Bianca Cornelia Geertruida Polak	Jin Hui	Phoon Long Yoke
Chan Sook Yee Bernadette	Jocelynn Ong Ai Wah	Phung Li Ling Shane
Chang Hwee Nee	Justina Lou	Poh Pin Zheng
Cheng Wai Keung	Karen Anne Liew Sui Yin	Por Yu Li
Cheryl Ong	Karen Teo Mui Teng	Quek I-Gek
Chew Leong Chee Tony	Kevin Gould	Quek Zuan Xiaing Jaclyn
Chia Li Hui	Khoo Bee Ling	Francoise
Chia Shi Min	Kimberley Alyssa Kok Zhen Ling	Rason Yang
Chia Wen See	Koay Seng Nee, Joanne	S. Chandra Das
Chiam I-Ling Grace	Koh Chong Hin	Sai Ram Nilgiri
Chiam I-Ping Sharon	Koh Pei Bei	See Koh Him
Chin S. Chelliah Bottinelli	Koh Shi Hui	Selvakumar
Chin Yoke Choong	Koh Shi Jia	Sharon Ko
Chris Tai	Kwa Kim Li	Sharon Zhiling Koh
Chua Shanshan	Kwang Yee Ling	Sheridin Tan Wan Ting
Chua Yan Khim	Lai Huen Poh	Sherryn Tham Min Yi
Chui Lai Yee	Lau Ming Hui	Siew Kum Hong
Cosejo Christian Val Omega	Lawrence Stephen Basapa	Sim Kian Wee
David Zemans	Lee Jia Yen	Sim Kun Kin
Dayrit Christine Venturina	Lee Siao Ming	Siow Phek Chuan
EF Toh	Lee Sock Leng	Sng Lee Hoon Jeannie
Elbert Jacobus Pattijn	Liew Mun Leong	Sng Shi Wei
Eng Chiet Hsuen	Lim Bee Kiaw	Steen Trier
Eoon Ziluan Bena	Lim Boon Siong	Stephen Miller
Esther Cher	Lim Choon Yee	Suarez Abalos Lidia
Evelyn Ng Puay Ying	Lim Lit Yuen	
Eyo Hui Chuan	Lim Seak Koon	
Ferlyn Poh	Lim Zi Ai	
Gabriel Lim	Loo Qingwen Jean	
Gan See Lai	Loon Wai Mae	
George Christopher Willis	Low Fook Kay	
Gregory Gerard Choong Way Min	Loy Chee Yan	



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