

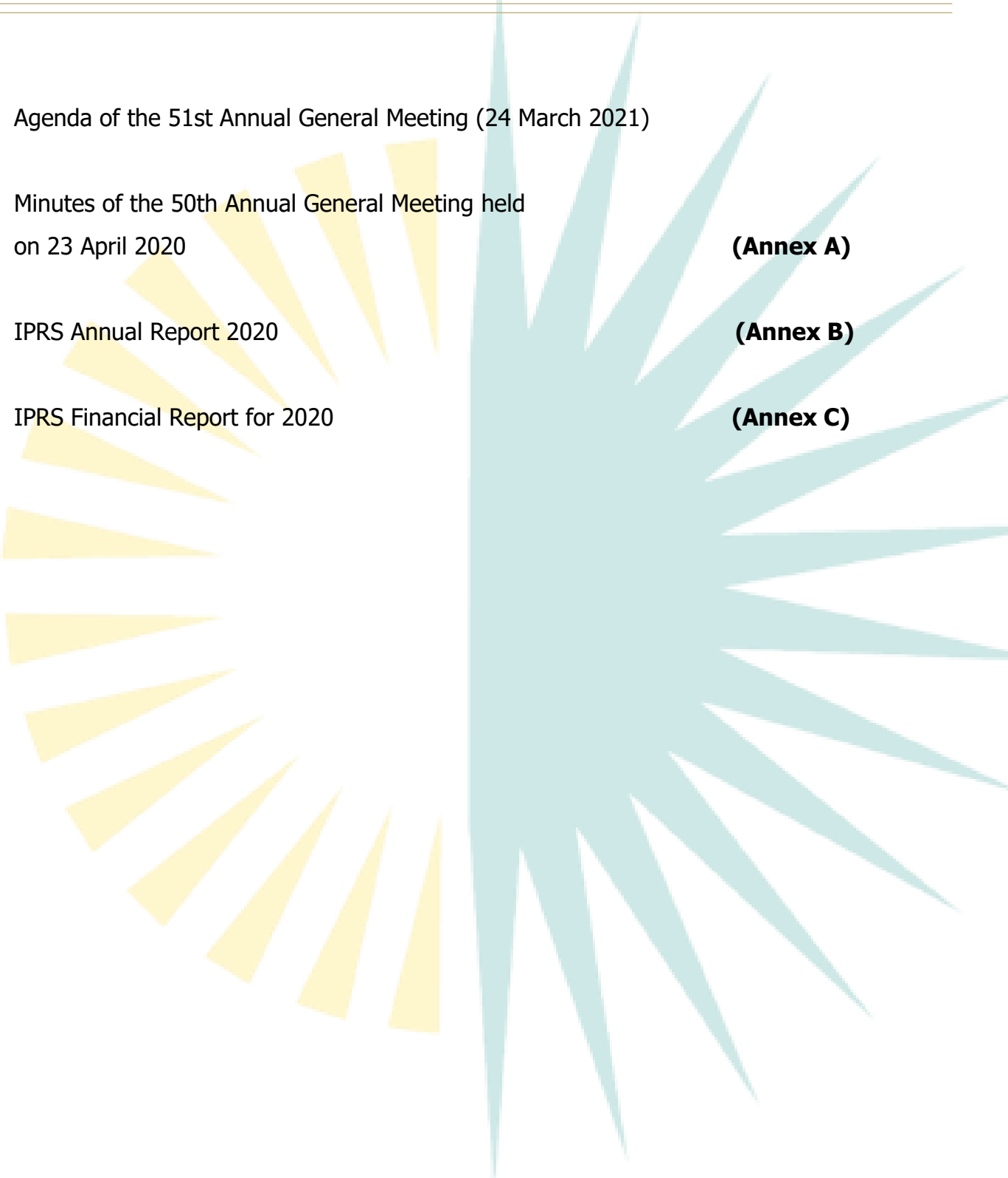


51st Annual General Meeting

Institute of Public Relations of Singapore
24 March 2021



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AGENDA FOR 51st AGM

1. Declaration of Quorum by Honorary Secretary
2. Adoption of the Minutes of the 50th AGM held on 23 April 2020
3. Matters Arising
4. President's Address
5. Adoption of the following:
 - 5.1 IPRS Annual Report 2020
 - 5.2 Honorary Treasurer's Financial Report for 2020
6. Election of the following office-bearers for the Council Term 2021 to 2023:
 - 6.1 President
 - 6.2 Vice President
 - 6.3 Honorary Secretary
 - 6.4 Honorary Treasurer
 - 6.5 Council Members (minimum five, maximum seven)
7. Any other business



Institute of Public Relations of Singapore

(Since 1970)

MINUTES OF THE 50th ANNUAL GENERAL MEETING OF THE INSTITUTE OF PUBLIC RELATIONS OF SINGAPORE

Time: 7.30pm to 8.30pm

Date: Thursday, 23 April 2020

Venue: Held virtually via Zoom

Present: (Voting Members: 16)	
Accredited (10)	Mr Marcus Loh Mr Nisar Keshvani Mr Justin Fong Mr Robert Conceicao (Fellow) Ms Lily Lim Ms Kathy O' Brien Ms K Bhavani (Fellow) Ms Koh Juat Muay Mr Eric Chan Ms R Selvi
Full (Four)	Mr Ling Wei Ming Ms Gerardine Donough-Tan Mr Lars Voedisch Mr Johnson Seah Charn Ching
Associate (One)	Ms Susie Wee
Corporate (One)	PSB Academy: Mr P Ramesh
Non-Voting Members: Nil	
Non-members (Five)	Hon Legal Advisor's Representative - Ms Su Myat Htun Ms Irene Lim (IPRS Secretariat) Mr Ernst Lim (IPRS Secretariat) Ms Anne Marie (IPRS Secretariat) Ms Pauline Tay (IPRS Finance)
TOTAL	21

Agenda for 50th AGM

1. Declaration of Quorum by Honorary Secretary
2. Adoption of the Minutes of the 49th AGM held on 21 March 2019
3. Matters Arising
4. President's Address
5. Adoption of IPRS Annual Report 2019
6. Honorary Treasurer's Financial Report for 2019
7. Adoption of Honorary Treasurer's report on Financial Report 2019
8. Vice-President's report on Membership status
9. Any other Business
10. Close of 50th AGM by Honorary Secretary

1. Declaration of Quorum

1.1 The Honorary Secretary of the Council 2019/2021, Ms Susie Wee, convened the Annual General Meeting (AGM) at 7.00pm. The call for quorum was as follows:

Total number of paid-up voting members as at 23/04/2020	170
Total number of paid-up voting members present	16
Total number of paid-up voting members to constitute a Quorum	45
Quorum	None

As there was no quorum, the meeting was adjourned to 7.30 pm in accordance with the Constitution.

1.2 The Honorary Secretary, Ms Susie Wee reconvened the AGM at 7.30 pm and together with President, IPRS, Mr Marcus Loh, welcomed Members present.

2. Adoption of Minutes of the 49th AGM that was held on 21 March 2019

No queries or objections were raised. The Minutes of the 49th AGM were adopted. The motion was proposed by Full Member Mr Lars Voedisch, and seconded by Accredited Member Lily Lim, both of whom were present at the 49th AGM.

3. Matters Arising

Full Member, Ms Gerardine Donough-Tan, clarified a point that she had raised at the 49th AGM on whether IPRS had applied to be CET or ATO-certified so that participants of IPRS training could apply for SkillsFuture funding. She clarified that wasn't referring only to PMETs for such funding to be available to all. The President said that the point on certification and funding would be covered later in the AGM proceedings.

4. President's IPRS Annual Report 2019

4.1 The President of the Council 2019/2021, Mr Marcus Loh, then delivered the President's Report which highlighted the Institute's performance in 2019 based on decisions adopted by the Council.

4.2 The Council had set three goals for its term (March 2019 to March 2020): to earn legitimacy for IPRS as the apex body for PR/Communication professionals; to grow the membership base so as to be in a better position to represent the PR profession; and to raise professional standards for the PR industry. The Council geared its efforts accordingly towards achieving these goals, with the Institute's 50th Anniversary (1970 – 2020) in mind as follows:

4.2.1 Programmes and Events. In all, IPRS organized and participated in about 40 events/activities that attracted about 800 Members and guests, capping off 2019 well with a well-attended year-end party.

4.2.2 Membership. IPRS continues to attract new Members in all five key categories (Accredited, Corporate, Full, Associate and Affiliate) with some non-renewals of memberships.

4.2.3 Voice. IPRS focused on enhancing its online presence and in the media. Initiatives included:

- Inviting Members to share thought leadership through a new initiative – *PR Bytes*.
- Engaging the Members in an online survey on their forecast of trends in 2020.
- Sharing the IPRS *raison d'être* at talks at universities, polytechnics, and other public platforms.

4.2.4 Capacity Building

IPRS re-looked its existing suite of workshops and laid the framework for the launch in January 2020 of the *Elevate* series that was helmed by Members who were seasoned practitioners. The President shared that IPRS had begun discussions with the Global Alliance for Public Relations and Communication Management (GA), of which IPRS is a Member, on a capabilities framework for practitioners which could thereafter be aligned with Singapore's skills development movement.

4.2.5 IPRS Golden Jubilee

The launch of the Jubilee year was slated for the inaugural PRISM Conference in early March, followed by an event for students, and culminating in our biennial PRISM Awards and gala night in March 2021 before the end of the Council's two-year term. Unfortunately, circumstances brought about by the Covid-19 outbreak forced the Council to rethink these plans.

4.3 The President then highlighted the following challenges ahead:

4.3.1 The Covid-19 outbreak was unfortunate and unprecedented. The necessary safeguards to protect lives put paid to the Anniversary plans.

4.3.2 The Council considered the following in its decision-making. Firstly, the reality in this impossible situation was that organizations that put people and their publics ahead of themselves will earn the faith of their stakeholders and their sense of relevance in the world. Organizations need to sell less and communicate more. Public Relations remains a pivotal function to those ends. Secondly, IPRS took into consideration the safety and health of its Members particularly since the majority of IPRS' activities were events-based.

4.3.3 With these challenges in mind, the Council has had to re-look and re-chart their goals. IPRS will redouble its efforts to continue helping more leaders understand the role of PR amid these difficult times, while finding innovative ways to overcome the challenges:

- Digitize our events, talks, and training programs;
- Commence on a seven-part PRISM video series to commemorate the 50th Anniversary with the targeted launch in June 2020; and
- The launch of the biennial PRISM Awards in Q3/2020.

4.4 The President concluded his Report with thanks to his fellow Council Members; IPRS Honorary Legal Advisor, Yuen Law LLC; the Auditor, Aric Partners LLP; the IPRS Accreditation Board; the Student Chapter Advisors and Student EXCO Members; the Honorary Secretary, Ms Susie Wee, for organizing and conducting the AGM; Fellow Member, Mr Robert Conceicao, who served as Interim Manager, IPRS Secretariat; the IPRS Secretariat team; and all IPRS Members for their support.

5. Adoption of IPRS Annual Report 2019:

There being no questions on the Annual Report 2019 and the President's Report, the Honorary Secretary called for a voting member to propose that the Annual Report 2019 be adopted. The adoption of the Annual Report was proposed by Accredited Member, Ms Kathy O'Brien, and seconded by Accredited Member, Mr Eric Chan.

6. Honorary Treasurer's Financial Report for 2019

6.1 The Honorary Treasurer, Mr Justin Fong, presented the Financial Report 2019.

6.2 IPRS incurred a loss of \$38,695 in 2019, despite an increase in revenue of \$83,783 and a decrease in total administrative expenditure and operating expenditure by \$17,979.

6.3 Income was from three main sources: Membership, Courses, and other events and programmes. The increase in income for events/programmes was largely due to the PRISM Awards 2019.

6.4 Expenses comprised three main areas: – training (34%), administration (48%), and operating expenses (18%). Hon Treasurer noted a slight decrease in our operating expenses.

6.5 Hon Treasurer highlighted several concerns. Firstly, income sources are non-diversified, primarily coming from courses and programs. Secondly, IPRS was reliant on big events like PRISM Awards. He added that 2020 will be a trying year as many companies were scaling back on their training budgets in the face of financial difficulties. While the Government will continue to support companies, training funds in general may not be so readily available. Thus, it was very important for IPRS to obtain CET or ATO certification or it will be at a significant disadvantage compared to accredited training organisations.

6.6 Hon Treasurer explained that assuming IPRS continued to operate at a deficit of about \$38,000 each year, and was able to organize events that brought in substantial income e.g. PRISM Awards, the Institute will have enough reserves for another 8 years. While IPRS can look to trimming expenses further, there was a limit to this to ensure that the Secretariat ran efficiently.

6.7 Hon Treasurer shared several initiatives aimed at improving its income streams:

6.7.1 Elevate! Workshop Series. A call was made in June 2019 for trainers. The first of the workshops was launched in January, conducted by Fellow Member, Ms K Bhavani. Other workshops in the series will be rolled out online in Q2 and Q3/2020. Justin thanked Members for stepping up to offer the workshops and to agree to accept fees at “national service” rates as their contribution to the Institute.

6.7.2 ATO Certification. In response to Full Member, Ms Gerardine Donough-Tan’s earlier question, Hon Treasurer shared that IPRS was currently working with an external vendor explore the above certification which would allow participants to tap into government subsidies for IPRS courses and improve IPRS’ competitiveness.

6.8 Fellow Member, Ms K Bhavani, said that while IPRS was doing well despite the challenges, was the Council looking at any major source of revenue, e.g. the PRISM Conference which was scheduled for March and then May 2019. Hon Treasurer replied that the Conference had been projected to bring in an estimated profit of \$30,000. He added that in view of the current challenges, IPRS was venturing into online training. Besides reducing expenses in terms of venue rental and F&B costs, it had the potential to attract overseas-based participants due to the Singapore brand.

6.9 Full Member, Ms Gerardine Donough-Tan, requested for a copy of the notes to the Financial Statement 2019 and suggested that the full Financial Report be included in future handouts to Members attending the AGM. Hon Treasurer replied that the Council took reference from the previous AGMs where the entire Financial Statement was not distributed at the AGM. However, Members could view the full accounts at the Secretariat. As this was not viable due to the current situation, Hon Treasurer proposed that the statement be provided on request, via email.

6.10 Full Member, Gerardine Donough-Tan, enquired on the “Lease Liability” mentioned in the Financial Statement as this term had not appeared in previous years’ statements. Hon Treasurer explained this as the existing contract which the Institute currently had for its office premises.

7. Adoption of the Financial Report 2019

With no further questions, the Hon Secretary called for a voting member to propose that the Financial Statement for 2019 be adopted. The adoption of the Financial Statement Report 2019 was proposed by Accredited Member, Ms Koh Juat Muay, and seconded by Accredited Member, Ms Kathy O'Brien.

8. Vice-President's report on Membership

8.1 Vice-President, Mr Nisar Keshvani, reported a slight growth in Membership from 158 to 170 between 2018 and 2019, covering the five main membership categories. The Vice-President welcomed the three new Corporate Members (A*Star, Duke-NUS Medical School, and Changi General Hospital.), four new Accredited Members and 16 Full Members.

8.2 The Vice-President shared that IPRS was launching a "PR Leaders Series", an online initiative to welcome and feature new Members. It will kick off in April 2020 featuring new Corporate Member, Duke-NUS Medical School. Its representative, Mr Anirudh Sharma, will be the guest speaker.

8.3 The Vice-President mentioned that the Student Chapters have brought a lot of youthful energy and outreach to IPRS. The institutions have continued to maintain their relationships with IPRS with Temasek and Singapore polytechnics recently renewing their MOUs with IPRS. IPRS was also reaching out to three other IHLs - SMU, SUSS, and NTU, with a view to establishing new Student Chapters.

8.4 The Vice-President encouraged all Members to reach out to their peers and contacts to join or partner IPRS.

9. Any Other Business

9.1 The Hon Secretary then opened the floor for questions.

9.2 Fellow Member, Ms K Bhavani. enquired on the status on the proposed PRISM Conference 2020. The President replied that it was postponed and subsequently cancelled due to the ongoing health situation. The decision was supported by all the stakeholders who were involved in the Conference. The President shared that if the situation changed, there was a possibility for the Conference to be held in conjunction with the PRISM Gala Awards. For the moment, IPRS will focus its efforts on launching the PRISM Awards 2021.

9.3 Accredited Member, Ms Kathy O' Brien, enquired on the profitability of the proposed online workshops. Hon Treasurer said that the first online Introduction to Public Relations Course that was held in April saw a decent profit. He attributed this firstly, the trainers had kindly agreed to accept a much lower trainer fee and secondly, the participants were offered a large discount on the course fees.

10. Closing

As there were no other questions, the Hon Secretary, Ms Susie Wee, thanked all Members for their presence and called the 50th AGM to a close at about 8.30 pm.

Recorded by:



Ms Irene Lim
Senior Executive
IPRS Secretariat.

Vetted by:



Ms Susie Wee
Honorary Secretary

Approved by:



Mr Marcus Loh
President



Annual Report 2020

Institute of Public Relations of Singapore
24 March 2020

ABOUT IPRS

Our Mission

- To represent PR and Communication professionals and the profession in Singapore.
- To recognise and promote the best in PR in Singapore and the region.
- To be the accrediting body for PR professionals in Singapore.

Our Vision

To be the leading PR and Communication organisation in the region.

COUNCIL 2019/2021

President	Mr Loh Bangwei Gregory Marcus Regional Senior Director & Head of Technology WE Communications
Vice-President	Mr Nisar Keshvani Associate Director, Strategic Outreach and Communications National University of Singapore
Honorary Secretary	Ms Susie Wee Executive, Programmes & Volunteer Management The Salvation Army Gracehaven
Honorary Treasurer	Mr Justin Fong Cheng Wah Director, Corporate Communications A*STAR
Council Member	Ms Lily Lim Senior Lecturer Temasek Polytechnic
Council Member	Mr Ling Wei Ming Head of Content Development Voodoo Communications Pte Ltd
Council Member	Mr P Ramesh Head of International Marketing PSB Academy
Council Member (Co-opted)	Mr Robert Conceicao Director Majic Communications Pte Ltd
Honorary Legal Advisor	Mr Samuel Yuen Founding Director Yuen Law LLC

PRESIDENT'S REPORT

The term for the IPRS Council 2019/2021 comes to a close today. It has been two challenging but fruitful years for the Institute. For me and my fellow Council Members, it has been an eventful journey.

The impact of Covid-19 has been existential for many. No exceptions were made for IPRS, as a not-for-profit organization. In the face of the circuit-breaker, the decision to stand-down an international conference (scheduled for 5 March) that was to be the lynchpin event of the Institute's 50th Anniversary celebrations, in addition to several plans for our Golden Jubilee, was a difficult one. But existential as this crisis may be, the pandemic had strengthened our resolve to rally behind one another, transform our institution, and reposition IPRS for the future. The Institute aimed to resume most of its core functions, many of which had made its first strides to be done online.

IPRS launched several new initiatives so that people whose jobs have been affected by the crisis, can acquire the skills and connections they need to become practitioners in our field. Under the lead of Justin Fong our honorary treasurer, we reviewed our training modules in tandem with Singapore's broader Workforce Skills Qualification framework, so that more members can participate in our national movement of lifelong learning. In addition, in lieu of our usual face to face workshops, we converted our flagship workshops into a digital format, allowing us to continue sharing about best practices within the Public Relations industry.

We thought that if our members could work from anywhere, they should also be able to learn from one another, from everywhere. And so, we created a virtual townhall series, and pivoted our programs onto digital platforms, so that our members can continue to interact with more industry leaders, some of them based in Indonesia, Hong Kong, Australia, and other locations beyond our shores. Since the lockdown in April, we have run about 16 of these Virtual Townhalls, featuring purposeful and leading PR thought leaders from a wide spectrum of the industry and profession, including technology, research, independent agencies to the media. These virtual events were also supplemented with partnered events organized in collaboration with iSentia, Singapore Press Club, Advisory, and TOMOworks respectively.

We also warmly welcomed SUSS into the Student Chapter Initiative that year. Lily Lim, our Student Chapter committee chairperson along with our Vice President Nisar Keshvani, had worked with almost all of Singapore's tertiary institutes to continue the IPRS drive to "bring the PR industry closer" to School. In addition, IPRS marked a fresh partnership with Youth Platform Advisory, signing an MOU with them in August. Amid the pandemic, IPRS made

our affiliate membership open to over 900 students, enabling them to forge closer ties with industry, and set them on the right footing for a meaningful career. Many of our student chapters also came forward to run events and keep up the knowledge sharing amongst their peers.

2020 also saw the establishment of a new Accreditation Board, which wasted no time in introducing fresh initiatives. Members of the Accreditation Board will hold office for a period of two years. Nominated by senior PR professionals and selected by the IPRS Council, each board member is a seasoned expert in their respective fields. I am delighted to share that Nisar, Justin, and our accreditation board had recently spearheaded a first-ever memorandum of understanding with the National University of Singapore to give greater industry relevance to the university's new master's degree program from the Communication and New Media faculty. Together, we worked to ensure graduates of the program are qualified to be associate members of IPRS and the required knowledge and skills for the profession.

In the coming months, IPRS plans to formalize yet another memorandum of understanding with the NTUC, to enable all our members to plug into the strength of our growing Labor Movement and its extensive network of U-Associate professionals.

These efforts through the year culminated in the IPRS 50th Jubilee: Reset, Rebuild & Reimagine, which was held online in March. The event saw the IPRS community gather with our guest-of-honor, Minister in the Prime Minister's Office and Second Minister for Education & Foreign Affairs Dr Maliki Osman, as well as some of Singapore's leading communication practitioners from GIC, WE Communications, Duke-NUS Medical School, and United Women Singapore, to be inspired and energized to reset, rebuild and reimagine the Institute of Public Relations of Singapore.

These developments and more, were initiated voluntarily by many of our Members, who continued to support us throughout these difficult times. Spearheading these initiatives are my fellow members of the IPRS council, accreditation board, and secretariat team. In closing, I would like to thank my fellow Council Members for their dedication; our Honorary Legal Adviser – Yuen Law LLC; our Auditor – Aric Partners LLP; the IPRS Accreditation Board; the Advisors and EXCO Members of our Student Chapters; and our modest Secretariat team which has ably supported us in the face of various challenges. Most of all, I would like to thank every one of our Members for all your kind support, sound advice and encouragement.

Marcus Loh
President
IPRS Council 2019/2021

SECRETARIAT'S REPORT

The best description for the Secretariat for the year under review was having to adapt in quick time to a “new norm” brought about by the COVID-19 pandemic with no precedents to fall back on. But with constant guidance from the Council and by picking up new skills, the Secretariat was, by and large, able to carry out the Council’s directions and serve our Members adequately.

With a lean team that never exceeded three staff at any one time, and in the face of the introduction of the circuit-breaker, the Secretariat managed in Q1/2020 to firstly, stand-down an international conference (scheduled for 5 March) that was to be the lynchpin event of the Institute’s 50th Anniversary celebrations. Secondly, the Secretariat managed to convert the 50th Annual General Meeting (AGM) (scheduled for 25 March) to a virtual session on 23 April.

By Q2/2020, the Secretariat was able to resume most of its core functions online, viz. the annual membership renewal exercise (from March 2020 onwards); renewal of the Accreditation Board (28 October) and the inaugural Accredited Members Breakfast Session (27 November); five MOU renewals and other activities with our nine Student Chapters, including the annual get-together (12 November); the launch of two of our signature courses – Introduction to PR (15 to 17 April) and the Professional Certificate (15 Sep to 26 November); four Council Meetings; and regular updates on our digital and social media platforms.

In addition, the Secretariat successfully launched a new training initiative in 2020: the online Elevate series which saw four workshops, attended by about 33 participants. Overall, the training courses and workshops were well-received and netted a profit of \$17,720, thanks in part to our dedicated trainers who accepted modest remuneration for their services.

In place of our traditional networking sessions, the Secretariat rolled out three unique series of webinars covering Leadership, Purpose and Media (PR Leadership, PR Purpose, PR Meet the Media sessions). In all, 16 webinars were held that reached out to over 130 members and 400 non-Members. In addition, the Secretariat facilitated other webinars which included the signing of MOUs with SUSS (07 October), UON (23 July), and PSB Academy (04 November). The Secretariat also supported five ‘partner’ events in the year, viz, the Isentia-IPRS-AMEC webinar “Adapt & Respond: The New Normal Conversation” (25 May) and the IPRS-Advisory SG Industry Panel (30 June).

In summary, between January and December 2020, the Secretariat supported 35 events/activities that reached out to more than 600 Members and non-Members. Please refer to the list of IPRS activities at the end of the Annual Report.

On behalf of the Council, thanks go to the Secretariat Team, comprising both current and former staff, for their dedication and contributions:

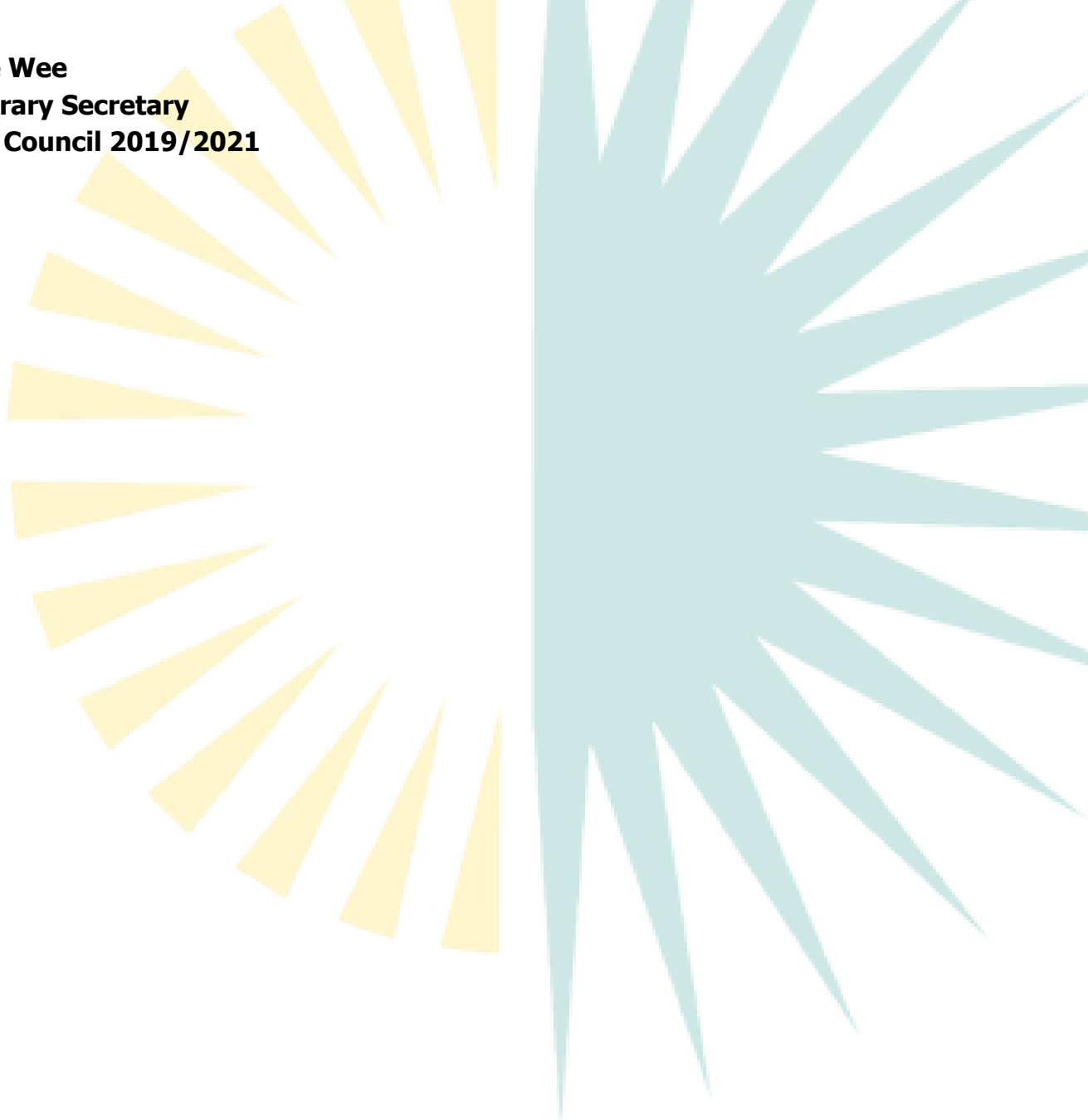
- Senior Executive: Ms. Irene Lim (joined 24 March 2020)
- Executive: Mr. Ernst Lim
- Finance Support: Miss Pauline Tay
- Interim Manager: Mr. Robert Conceicao (January to March 2020)

List of Activities Organised by the IPRS Secretariat (January 2020 to December 2020)

S/N	Date	Event
1	29 Jan	Elevate! Series workshop: "Writing an Impactful Speech" by Ms K Bhavani
2	15 Apr	Introduction to PR and Mass Communications Intake 01-2020
3	23 Apr	IPRS 50th Annual General Meeting
4	30 Apr	PR Leadership Series – Mr Anirudh Sharma (Duke-NUS Medical School)
5	14 May	Meet the Media Series – Mr Haikel Fahim (Telum Media)
6	26 May	Isentia-IPRS-AMEC webinar "Adapt & Respond: The New Normal Conversation.
7	27 May	PR Leadership Series: Mr Christopher Daguimol (ZALORA)
8	28 May	Elevate! Series workshop: "Write What Matters to Customers, Patients & Community" by Ms Ai Ling Sim-Devadas
9	09 Jun	PR Leadership Series – Ms Angelina Fernandez (A*Star)
10	19 Jun	Meet the Media Series –Mr Nicholas Nghai & Ms Annabelle Liang (Citywire)
11	30 Jun	IPRS-Advisory SG Industry Panel "Discover+ PR & Comms": Moderator: Mr Nisar Keshvani (IPRS Vice-President). Panellists: Mr Eunice Cheng (WE Communications), Ms Grace Chua (Google) & Mr Keith Lin (Temasek International)
12	16 Jul	SPC-IPRS Webinar: "Essential vs Non-essential - the value of media, PR and marketing professionals during this pandemic"
13	17 Jul	PR Leadership Series - The Independents. Moderator: Mr Robert Conceicao (MAJIC Communications). Panellists: Mr Bob Grove (Edelmann), Mr Voal Voal Wong (IN.FOM), Ms Rebecca Wilson (WE Communications), Mr Wesley Gunter (Right Hook Communications) and Mr Brian Witte (Ruder Finn)
14	20 Jul	TP-IPRS Student Chapter webinar: "PR & COVID-19"
15	23 Jul	UONS-IPRS MOU Renewal Ceremony and webinar: "Present"
16	07 Aug	IPRS-Advisory MOU Signing Ceremony – "Zoomers, Boomers & the Future of PR".
17	07 Aug	PR Leadership Series – Ms R Selvi (IBM)
18	17 Aug	Purpose Series – Mr Ken Hickson (Sustainability), Ms Cheong Su Fen (Preschool Market) and Ms Sarah Rodriguez (Edible Garden City)
19	17 Aug	Elevate! Series – "Handling the Media in a Crisis" by Robert Conceicao, AMIPRS
20	27 Aug	IPRS-Murdoch Student Chapter Webinar Series Part 2 "Been there, done that"
21	04 Sep	PR Leadership Series – Tech PR. Moderator: Ms Kathy O'Brien, AMIPRS (Red Shoe Communications). Panellists: Ms Shelina Mahtani (Qlik), Mr Chris Lu (Anyminds Group), Ms Prerna Suri (Cisco), Mr Damien Batey (Motorola Solutions), Ms Wei Wei Chua (Oracle)
22	11 Sep	Purpose Series – Ms Georgette Tan (United Women Singapore - UWS)
23	15 Sep	Professional Certificate in PR and Mass Communications Intake 01-2020

24	23 Sep	TOMOworks Community Conversations: 'The Power of Building an Inclusive Brand & Empowering the Differently Abled Community'
25	07 Oct	Inauguration of IPRS-SUSS Student Chapter - MOU Signing Ceremony and webinar: "Strategic Communication amid the COVID-19 Outbreak"
26	09 Oct	PR Leadership Series – Mr Brian San (NTUC Learning Hub)
27	21 Oct	Purpose Series – Ms Lim Xin Yi (PinDuoDuo)
28	23 Oct	Elevate! Series workshop: "Putting out the Fire!" by Ms Ai Ling Sim-Devadas
29	28 Oct	Annual IPRS Accreditation Board Meeting 2020.
30	04 Nov	PSB-IPRS SC MOU Renewal Ceremony and webinar: "Are Millenials Entitled?"
31	06 Nov	PR Leadership Series – Ms Sharmin Foo (Dymon Asia)
32	12 Nov	Annual Student Chapters Gathering: "Rewind, Unwind, Leave 2020 Behind."
33	18 Nov	Purpose Series – Mr Chia Boon Chong (Singtel)
34	27 Nov	Inaugural AMIPRS Breakfast Club – "What did we learn from 2020?"
35	11 Dec	PR Leadership Series – Mr Jason Leow (GIC)

Susie Wee
Honorary Secretary
IPRS Council 2019/2021



HONORARY TREASURER'S REPORT

1. An independent auditor was hired to audit IPR' accounts and they issued an unqualified report of our Financial Statement for the year 2020. Summary of the Financial Report 2020 is shown below.

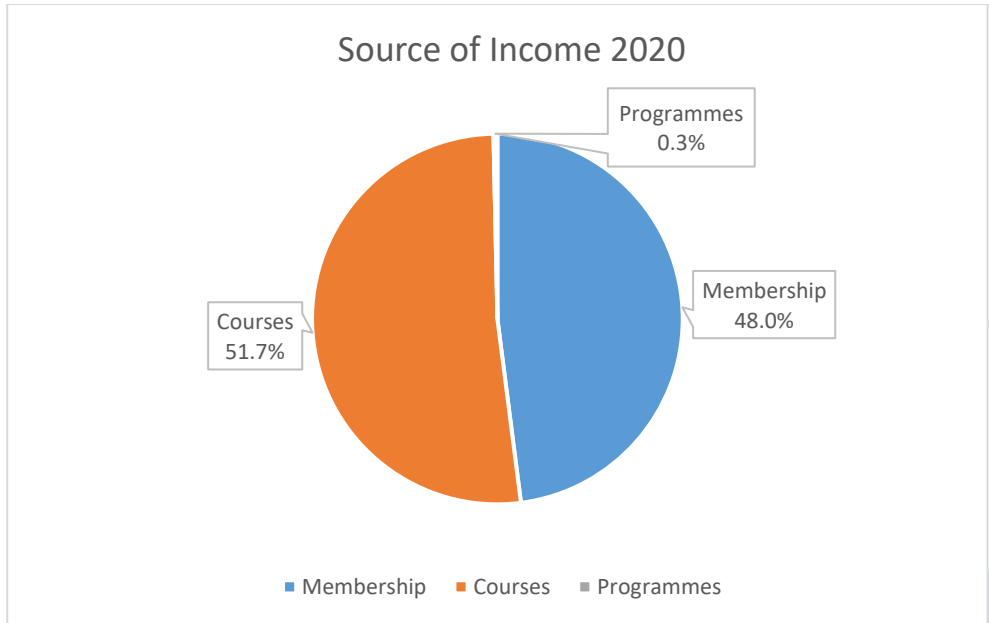
STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	NOTE	2020 \$	2019 \$
ASSETS			
Non-current Assets			
Plant and equipment	4	1,540	125
Right-of-use asset	5	-	10,750
		<u>1,540</u>	<u>10,875</u>
Current Assets			
Fee receivables		3,480	15,795
Other receivables	6	6,533	10,242
Cash and cash equivalents	7	206,621	272,856
		<u>216,634</u>	<u>298,893</u>
Total Assets		<u>218,174</u>	<u>299,018</u>
ACCUMULATED FUNDS AND LIABILITIES			
Accumulated funds		<u>208,734</u>	<u>281,113</u>
Current Liabilities			
Other payables	8	9,440	17,639
Lease liability	5	-	11,016
		<u>9,440</u>	<u>28,655</u>
Total Accumulated Funds and Liabilities		<u>218,174</u>	<u>309,768</u>

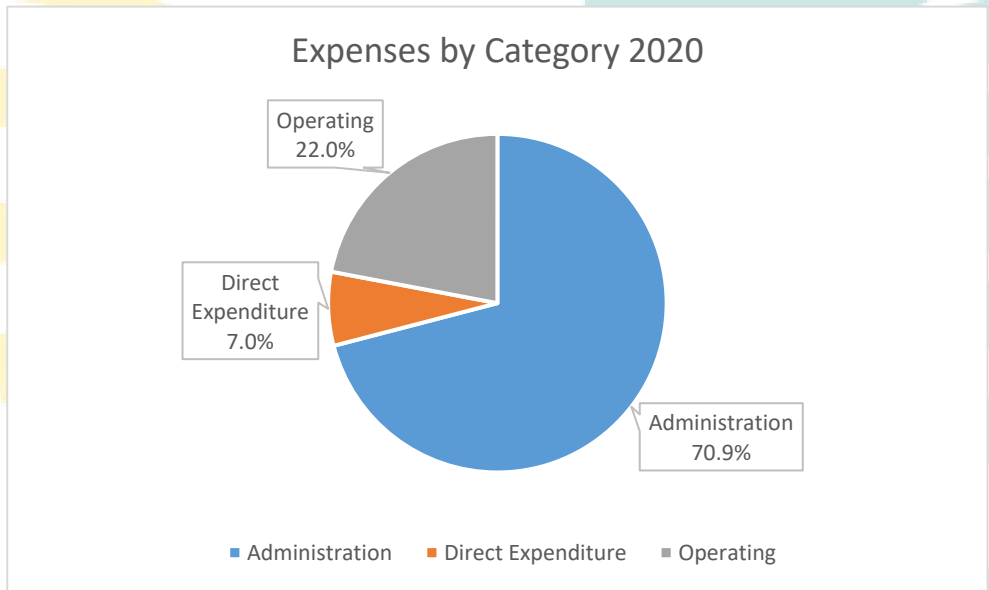
2. **Total Accumulated Funds and Liabilities** at end FY2020 stands at **\$218,174**. This represents a 29.6% (\$91,594) decline from 2019's \$309,768.

3. Revenue for 2020 was \$59,050, a decline of 68.2% (\$126,572) from 2019's \$185,622. Gross profits improved by reducing direct expenditure to 18.2% from 45.1% in 2019. Other income (eg. Government grants) was \$21,505, an increase from 2019's of \$6,333. Expenses (administrative and operating) for 2020 was \$141,999 - a reduction of \$16,953 from 2019. Gross deficit for 2020 was \$72,379 as compared to \$51,705 in 2019.

a. **Sources of Income.** IPRS' income sources continue to be undiversified. In 2020, Membership and entrance fees (\$28,325) accounted for 48%; Courses (\$30,525) accounting for 51.7% and Programmes (\$200) accounting for 0.3% of total income in 2020.



b. **Sources of Expenses.** Expenses came from the three categories of Administration, Cost of Goods Sold and Operating Expenses. Administration (\$108,370) including salaries accounts for 70.1%; Cost of Goods Sold (\$10,751) accounts for 7%; and Operating (\$33,629) accounts for 22% of total income in 2020.



4. **Analysis Financial Statement.** Due to the challenging economic climate, income from courses fell drastically from \$79,400 to \$30,525. Income from Programmes like IPRS' PRISM Awards also did not materialize and this dropped from \$75,615 to \$200.

5. Efforts to operate more efficiently by reducing administrative and operating expenses, and trainers' fees, have resulted in savings. Unfortunately, these have (and will have) marginal impact on IPRS' profit and loss.

6. At the end of FY2020, IPRS' **Cash and Cash Equivalent** stands at \$206,621.

Challenges and Plans

7. Overall, at the end of 2020, IPRS financial position has weakened. Income from membership alone is insufficient to meet the administrative and operating expenses of IPRS. Council needs to explore more income options from Courses as well as Programmes.

8. The following is the status of steps proposed at the end of FY2019:

a. Reduce Trainers' honorarium for courses. Members who do training for IPRS, should view it as a form of service to the profession and be paid fairly, but below market rate. (**Implemented**)

b. Collaborate with an Approved Training Organization (ATO). With the implementation of Skill Future, IPRS as a non-ATO, is at a significant disadvantage in term of attractiveness to prospective participants. Our collaboration with an ATO will enable us to access government funding. (**In-progress** - should be implemented in mid-2021.)

c. Online Courses. Due to the growing popularity of online learning via platforms like Udemy and Coursera, the Council will be working with Accredited Members to develop courses and offer them online. As these courses are not bound by geography, the potential market is international. (**Did not implement** – recommended to be implemented in 2021)

d. Joint Bids for GeBiz. In return for a fee of 20% of the value of the contract, Accredited members who do not have a training track record, did not apply for a GeBiz account, or simply wish to be part of an organization to strengthen their bid, can submit bids under the IPRS name. Trainers will be fully responsible for preparing the bid. If the bid is successful, IPRS' secretariat will assist to help coordinate the training. (**Not feasible**)

Honorary Treasurer's Recommendation

9. IPRS' non-diversified sources of income is not ideal. Additionally, IPRS' reliance on PRISM Awards for income creates a feast and famine situation which unprecedented events like COVID has exposed as a systemic risk. Council should actively explore building more income streams that can provide regular sustainable income. The following are my recommendations:

a. GeBiz. Secretariat should actively bid for GeBiz contracts. To facilitate the bids, a pool of modules can be developed with various trainers which Secretariat can then mix-and-match for the bid.

b. Monetize our Member/ Mailing List. IPRS should consider introducing a bi-monthly eNewsletter providing updates on industry developments. Ad spaces for job openings or events ads can be offered.

Justin Fong
Honorary Treasurer
IPRS Council 2019/2021

ACCREDITATION REPORT

IPRS established its current Accreditation Board on 27 October 2020. The combination of existing and newly appointed senior practitioners adjourned to brainstorm new and exciting initiatives for their upcoming two-year term. Highlights included the engagement of Board members in IPRS and Student Chapter townhalls; establishment of a breakfast networking club; review of institutes of higher education curriculum, as well as delivery of training programmes.

The incoming Board comprises of experienced professionals and academics in the Public Relations and Communications field. They were nominated by senior Public Relations professionals and selected by the IPRS Council, each board member is a seasoned expert in their respective fields.

Accreditation Board 2020/2022 -

Chairperson Mr Mike Liew Partner IN.FOM	Advisor Ms Bhavani Krishnasamy Managing Director International PR Training	AB Committee Chair Mr Nisar Keshvani Associate Director, Strategic Outreach and Communications National University of Singapore
Board Member Mr Marcus Loh Regional Senior Director & Head of Technology WE Communications	Board Member Ms Linda Lim Business Communications Director, Asia Pacific Leader GLAD, Dow	Board Member Mr Robert Conceicao Director MAJIC Communications
Board Member Ms Dawn Low Executive Vice President, International & Chief Marketing Officer, SMRT	Board Member Mr Ross Gan Director, Public Affairs & Community Stewardship Temasek	Board Member Mr Stephen Forshaw Managing Director, Corporate Affairs Temasek
Board Member Ms Lina Poa Head, Corporate Communications & Investor Relations ST Engineering	Board Member Ms R Selvi Communications Leader IBM ASEAN	Board Member Mr Gerry Francis De Silva Head, Group Corporate Affairs Hong Leong Group Singapore
Board Member Ms Kathy O'Brien Managing Director Red Shoe Communications	Board Member Mr James Brasher Managing Partner Rice Communications Pte Ltd	

- **Newly Accredited Members (41 Accredited Members as of 31 Dec 2020)**
 - Mr Nicholas Fang, Managing Director, Black Dot Pte Ltd
- **Accredited Members-exclusive Events**
 - **Nov 27** – Inaugural AMIPRS Breakfast Club - What did we learn from 2020 ? (10 participants)
- **Training/ Outreach**
 - **29 Jan** – Elevate! Series – Writing an Impactful Speech by Ms K Bhavani (5 pax)
 - **15 to 17 Apr** – Introduction to PR and Mass Communications Intake 01-2020 (5 pax)
 - **28 to 29 May** – Elevate! Series - Write What Matters to Customers, Patients & Community by Ms Ai Ling Sim-Devadas (14 pax)
 - **Aug 17** – Elevate! Series – Handling the Media in a Crisis by Robert Conceicao (5 pax)
 - **23 Oct** – Elevate! Series – Putting out the Fire! By Ms Ai Ling Sim-Devadas (9 pax)
 - **15 Sep to 25 Nov** – Professional Certificate in PR and Mass Communications Intake 01-2020 by Robert Conceicao, Lars Voedisch, Clarence Fu, Gerald de Cotta, Tham Kok Wing (5 pax)
- **Contributions to IPRS**
 - **Jul 17** – PR Leadership Series - The Independents (52 participants) – appreciation to Robert Conceicao for moderating the session.
 - **Aug 07** – IPRS Virtual Townhall – PR Leaders – Selvi R (65 participants) – Appreciation to Selvi for being our keynote speaker.
 - **Sep 04** – IPRS Virtual Townhall - Tech PR Leaders (31 participants) – Appreciation to Kathy O’Brien for moderating the session.
 - **Nov 27** – Inaugural AMIPRS Breakfast Club - What did we learn from 2020? (10 participants) – Appreciation to Linda Lim for leading and initiating creation of the concept and executing its inaugural session.
 - **Dec 12** – Student Chapter Gathering 2020 – “Rewind, Unwind, Leave 2020 Behind.” (37 participants) – Appreciation to Mike Liew for being the prize sponsor and livening up the virtual event.

Accreditation Team:

Nisar Keshvani

Marcus Loh

MEMBERSHIP REPORT

We are pleased to report that IPRS memberships across the five paying categories (Accredited, Corporate, Full, Associate and Affiliate) remained largely unaffected despite a challenging year in 2020. This consistency is a reflection of our position as the apex body for PR practitioners and PR consultancies.

We welcomed 40 new members overall over the past year into IPRS, thanks to a strong and vibrant outreach, as the Council worked on means to engage with our members and beyond, to overcome the physical restrictions imposed upon us by the pandemic. At the same time, we continued to offer complimentary Affiliate membership to participants of our flagship course – the Professional Certificate in PR and Communications.

IPRS also showed our commitment towards supporting the development of new talent in the PR industry by offering all new graduates from our Student Chapters complimentary Affiliate Membership for a year, so that the new blood of our industry can network and rub shoulders with our members, and connect with them in meaningful ways, to form an even more tightly-knit society, while enjoying the other benefits of membership.

While physical events have not been possible over the past year, the Council have continued to innovate ways to keep our members and stakeholders engaged. We have organised 20 digital events, which drew about 600 participants, both members and non-members. These showcased purposeful and leading PR thought leaders from a wide spectrum of the industry and profession, including technology, research, independent agencies to the media.

On behalf of the IPRS Council 2019/2021, a warm welcome to our new members:

Corporate Members

WE Communications
Black Dot Pte Ltd

Accredited Member

Mr Nicholas Fang (Blackdot Pte Ltd)

Full Members

Mr Bob Grove (Edelman Group)
Mr Brian San (NTUC LearningHub)
Mr Chris Lu Zhi Wei (AnyMind Group)
Mr Damien Batey (Motorola Solutions)
Mr Haikel Fahim (Telum Media)
Mr Jacob Joseph Puthenparambil (CEO, Redhill Singapore)
Mr Jason Leow (GIC)
Mr Keith Lin (Temasek Foundation)
Mr Mohd Haris Manaf (SSA International)
Mr Wesley Gunter (Right Hook Communications)

Ms Elaine Chan (The American Club)
Ms Eunice Cheng (WE Communications)
Ms Georgette Tan (United Women Singapore)
Ms Hamidah Aidah Binte Mustafa (Parrot Social)
Ms Jessica Ann Thomas (Mind Champs)
Ms Sara Pereira (WE Communications)

Associate Members:

Mr Kent Lim Kah (Singapore Institute of Architects)
Ms Nur Aisyah Binte Mohamad Shamsul

Affiliate Members:

Mr Abdul Sideq (Professional Certificate Intake 01-2020)
Mr Christopher Daban Daguimol (Zalora Group)
Mr Ethan Wong (Student Chapter Graduate)
Mr Jiang Tian Kuo
Mr Jolies Tan (Student Chapter Graduate)
Mr Marcus Ong (Student Chapter Graduate)
Mr Melvin Chew (Student Chapter Graduate)
Mr Sean Chan (Student Chapter Graduate)
Mr Shabbir Akhtar (Globsyn Group)
Ms Adella Tan (Professional Certificate Intake 01-2020)
Ms Amadea Tan Shi Le (St. Andrew's Community Hospital)
Ms Angela Marcelline Wijaya (Student Chapter Graduate)
Ms Ashilla Binti Sabin (Professional Certificate Intake 01-2020)
Ms Bernice Ong (Professional Certificate Intake 01-2020)
Ms Cheong Sufen (Preschool Market)
Ms Dorothy Chong (Yale-NUS)
Ms Jacinta Lim Sok Cheng (Kwong Wai Shiu Hospital)
Ms Joserine Lim
Ms Judith Soh (NParks)
Ms Julie Mohamed Ali (Zublin International)
Ms Low Li Yin (Kwong Wai Shiu Hospital)
Ms Lynn Koh Swee Ling (Ang Chin Moh Funeral Directors - ACMFD)
Ms Nancy Cheong (St. Andrew's Community Hospital)
Ms Ng Mei Hua (Kwong Wai Shiu Hospital)
Ms Nicole Quek (Student Chapter Graduate)
Ms Ong Pei Jun (Ang Chin Moh Funeral Directors - ACMFD)
Ms Rebecca Wilson (WE Communications)
Ms Sarah Soo (Student Chapter Graduate)
Ms Sharmin Foo (Dymon Asia)
Ms Silvana Velazquez (Professional Certificate Intake 01-2020)
Ms Soon Gek Keow (Kwong Wai Shiu Hospital)
Mr Yee Jianwei (Institute of Mental Health)

Membership Figures as of 31 December 2020*:

Membership counts	December 2018	December 2019	December 2020
Accredited	47	43	41
Full	45	55	46
Affiliate	20	29	45
Associate	16	15	9
Corporate	30	28	26
Fellow	12	13	13
Honorary	2	2	2
Total	172	189	182

**Excludes members from our Student Chapters.*

We aim to create even more meaningful engagement for all our members in the coming year. We look forward to everyone's support in the year ahead!

Membership Team:

Mr Ling Wei Ming (Chair)

Mr P Ramesh

Mr Nisar Keshvani

Ms Susie Wee

Ms Lily Lim

CAPACITY BUILDING TEAM'S REPORT

Training continues to be the main income source for IPRS. Besides continuing with our core programmes. In 2020, we continued to offer our Professional Certificate in PR and Mass Communications and Introduction to PR and Mass Communications, as well as four Elevate! IPRS Workshop Series. As it was a COVID year, we did not receive any requests to conduct customized in-house training.

As reported at the last AGM, the committee commenced work to get our Introduction to PR and Mass Communications programme accredited via SSA Group which is an Approved Training Provider. Based on adjustments to fit the Skills Future Framework, the course will be marketed as the three modules. Final submissions have been made to WSG and, once approved, we will commence to market these modules.

- a. Fundamentals of Managing PR campaign in Today's Digital World
- b. Integrated Marketing Communication Plan & Social Media
- c. PR Practitioner Playbook on Crisis Communications Management

The Training Committee collaborated with NUS' Department for Communications and New Media signed a five-year Memorandum of Understanding (MOU). It will strive to give greater industry relevance to the university's new master's degree programme. Together, we worked to ensure graduates are qualified to become associate members of IPRS with the required knowledge and skills for the profession. The IPRS Accreditation Board also reviewed and provided feedback on its curriculum. This collaboration benchmarks the NUS degree and is a positive development for both institutions enhancing IPRS' credibility and status as the Singapore's apex body for public relations. NUS will also benefit from IPRS members' lending expertise and knowledge to students in the classroom.

Capacity Building Team:

Justin Fong
Nisar Keshvani
Lily Lim

Summarized below is a summary of the courses IPRS has conducted in 2020:

S/N	Course	Date	No. of Participants	Trainers
1	Elevate! Series – Writing an Impactful Speech	28 Jan	5	Ms K Bhavani
2	Introduction to PR and Mass Communications Intake 01-2020 (Zoom)	15 - 17 Apr	5	Mr Robert Conceicao Mr Marcus Loh
3	Elevate! Series - Write What Matters to Customers, Patients & Community (Zoom)	28 - 29 May	14	Ms Ai Ling Sim-Devadas
4	Elevate! Series - Handling the Media in a Crisis (Zoom)	17 Aug	5	Mr Robert Conceicao
5	Elevate! Series – Putting out the Fire! (Zoom)	23 Oct	9	Ms Ai Ling Sim-Devadas
6	Professional Certificate in PR and Mass Communications Intake 01-2020 (Zoom)	15 Sep - 25 Nov	5	Mr Robert Conceicao Mr Lars Voedisch Mr Clarence Fu Mr Gerald de Cotta Mr Tham Kok Wing

STUDENT CHAPTER TEAM'S REPORT

In keeping with last year's momentum, IPRS Student Chapters portfolio signed with five Memorandum of Understanding (MOU) renewals which were commemorated with events organised in conjunction with Institutes of Higher Learning (IHL). They are as follows:

1. 23 Jul 20 – UONS-IPRS MOU Renewal Ceremony – Present (more than 90 attendees)
2. 4 Nov 20 – PSB-IPRS SC MOU Renewal Ceremony – "Are Millennials Entitled?"
3. 3 Dec 20 – Murdoch –IPRS SC MOU Renewal Ceremony
4. 2 Feb 21 – NUS- IPRS MOU (signed date)
5. 4 Feb 21 – RP – IPRS MOU Renewal Ceremony "Are you PR-ready?"

This reaffirmed IPRS' identity as a highly valued partner by institutes of higher learning for its contribution to student growth and career development.

Two significant milestones in the year were the MOU signings with Advisory (Singapore) on 27 August 2020 and the establishment of the Singapore University of Social Sciences (SUSS) Student Chapter on 7 Oct 2020. The MOU with Advisory marks a significant partnership between both organisations with the purpose of supporting youth development in Singapore and encouraging more students to pursue careers in the public relations industry. The event was celebrated with a virtual event entitled "Zoomers, Boomers & the Future of PR" graced by MP Edward Chia with 65 attendees. The MOU with SUSS was commemorated with a signing ceremony featuring SUSS directors and advisory board member. The Committee continues reaching out to establish more Student Chapters with established and upcoming IHLs.

There were two new initiatives launched in 2020: a Complimentary (1-year) Affiliate Membership for recent SC Graduates and the extension of MOU renewal period to three years for Chapter renewals from 2020. The latter initiative was well received by the higher learning institutions while take-up for the former initiative was not so immediate as graduates sometimes modify career plans or pursue further education.

A key event organised by the Committee for the Student Chapters was the annual student chapter gathering on 12 Dec with the theme "Rewind, Unwind, Leave 2020 Behind." There was good response to the interactive event held on zoom. The programming mix in the virtual event hosted by TP Student Chapter enabled much interaction and participation by the Chapters. There was increased interaction and collaboration among student chapters and advisors through chapter events such as the following:

1. 20 Jul 20 – TP-IPRS Presents "PR & COVID-19"
2. 20 Aug 20 – Murdoch-IPRS Presents "A Student's Secret Weapon"

The Committee provided much exposure for accredited members and rendered support to various Student Chapter events. It provided technical support and a speaker, IPRS accredited member Dawn Low (Executive Vice-President, SMRT International) to the SP-IPRS Student Chapter in their webinar “Is Data New to PR?” on 8 Jan 2021. The event reached over 50 SP staff, students and IPRS members. On 4 Feb 2021 at a Republic Polytechnic MOU event, accredited members Selvi R, Communications Leader for IBM ASEAN and Lisa Lim, Head of Corporate Communications, BW LPG were part of a panel discussion in conjunction with its MOU renewal. Similarly, for UON MOU renewal, SUSS MOU and Murdoch Student Chapter event (A Student’s Secret Weapon), the following council members Marcus Loh, Lily Lim and Justin Fong participated as speakers in the events.

The Student Chapter Committee also widened its collaboration with external organisations and co-organised Discover+: Public Relations & Communications on 30th June 2020. The panel session was the twelfth instalment of Advisory’s Discovery+ series — a series of virtual industry panels that provide students the chance to engage with professionals working in various industries in Singapore. Moderated by Nisar Keshvani, VP of IPRS, Discover+: Public Relations & Communications attracted 378 attendees who benefitted from the insight of the panelists who were IPRS members from organisations such as Google, Temasek International, and WE Communications.

Student Chapter Committee

Lily Lim

Nisar Keshvani

IN APPRECIATION

On behalf of the President and IPRS Council 2019/2021, and the IPRS Secretariat, we would like to express our appreciation to the following Members, Partners, Sponsors and Volunteers, who stepped forward to support and assist the Institute between January 2020 and March 2021:

Partners

- Advisory
- Singapore Press Club
- iSentia

IPRS Accredited Members

- Ms K Bhavani
- Mr Robert Conceicao
- Mr Clarence Fu
- Mr Gerald de Cotta
- Mr Tham Kok Wing
- Ms Selvi R
- Ms Kathy O'Brien
- Ms Linda Lim
- Mr Mike Liew

IPRS Corporate Members

- PSA Corporation Limited
- IN.FOM
- PSB Academy

IPRS Full Members

- Ms Ai Ling Sim-Devadas
- Mr Lars Voedisch

Speakers from our IPRS Virtual Townhall Series:

- Ms Anirudh Sharma
- Mr Haikel Fahim
- Mr Christopher Daguimol
- Ms Angela Fernandez
- Mr Nicholas Nghai
- Ms Annabelle Liang
- Mr Bob Grove
- Mr Voal Voal Wong
- Ms Rebecca Wilson
- Mr Brian Witte
- Mr Wesley Gunter
- Mr Ken Hickson
- Ms Cheong Su Fen
- Ms Sarah Rodriguez
- Ms Shelina Mahtani
- Mr Chris Lu

IN APPRECIATION

- Ms Prerna Suri
- Ms Wei Wei Chua
- Mr Damien Batey
- Ms Georgette Tan
- Mr Brian San
- Ms Lim Xin Yi
- Ms Sharmin Foo
- Mr Chia Boon Chong
- Mr Jason Leow

IPRS Honorary Legal Advisor

- Mr Samuel Yuen

Student Chapters Advisors

- Dr. Rama Venkatasawmy (University of Newcastle)
- Ms Jessie Teh (PSB Academy)
- Dr Tania Lim (Murdoch Singapore)
- Mr David Wong Kai Mann (Singapore Polytechnic)
- Ms Chan Yen Ting (Republic Polytechnic)
- Mr Brian Lee Chin Hin (Singapore University of Social Sciences)
- Ms Eng Yu Fan (National University of Singapore)
- Mr Gary Lin (Temasek Polytechnic)
- Mr Bernard Ho (Ngee Ann Polytechnic)

Student Chapter Members:

- Ms Isabella Tian Ye (UONS)
- Mr Arinjay Bansal (PSBA)
- Ms Angela Marcelline Wijaya (UONS)
- Ms Sharafah Malihah (TP)
- Mr Amirul Adli (TP)
- Ms Nur Sabrina Bte Kamal Batcha (TP)
- Ms Alysa Pitchamani (TP)
- Mr Marcus Ong (Murdoch)
- Ms Felice Chan (Murdoch)
- Ms Luccine Khong (Murdoch)
- Ms Charmaine Khong (Murdoch)

Volunteers:

- Mr Marc Nardarajan
- Ms Alice Tham

Our sincere apologies to anyone or any organisation whom we may have inadvertently omitted.



Financial Report 2020

Institute of Public Relations of Singapore

INSTITUTE OF PUBLIC RELATIONS OF SINGAPORE

DETAILED STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>Revenue</u>		
Membership and entrance fees	28,325	30,607
Courses	30,525	79,400
Programmes	200	75,615
	<u>59,050</u>	<u>185,622</u>
<u>Direct expenditure</u>		
Cost of programmes and courses	10,595	83,025
Annual general meeting expenditure	156	637
	<u>10,751</u>	<u>83,662</u>
Gross surplus	48,299	101,960
<u>Other income</u>		
Government grant income	20,133	5,362
Interest income	136	171
Rental rebate income	711	-
Miscellaneous income	525	800
	<u>21,505</u>	<u>6,333</u>
<u>Administrative expenditure</u>		
Book-keeping fees	16,068	16,068
Professional fees	15,936	26,678
Staff CPF and SDL	11,003	12,184
Staff medical and other allowance	575	353
Staff salaries and bonus	64,788	61,787
	<u>108,370</u>	<u>117,070</u>
<u>Other operating expenditure</u>		
Bank charges	204	616
Casual labour	-	3,190
Depreciation of plant and equipment	235	1,650
Depreciation of right-of-use asset	10,750	18,420
General expenses	1,031	2,082
Insurance	494	324
Leasing of copier	3,082	2,825
Postage and courier	83	50
Printing and stationery	124	850
Refreshments	30	779
Rental of premise	8,000	-
Repair and maintenance	1,247	376
Subscription	2,721	1,858
Telephone and internet	1,925	2,867
Transport	20	1,003
Utilities	1,288	3,039
Website setup and hosting	2,395	1,953
	<u>33,629</u>	<u>41,882</u>
<u>Finance costs</u>		
Interest expense on lease liability	184	1,046
Deficit before income tax	<u>(72,379)</u>	<u>(51,705)</u>